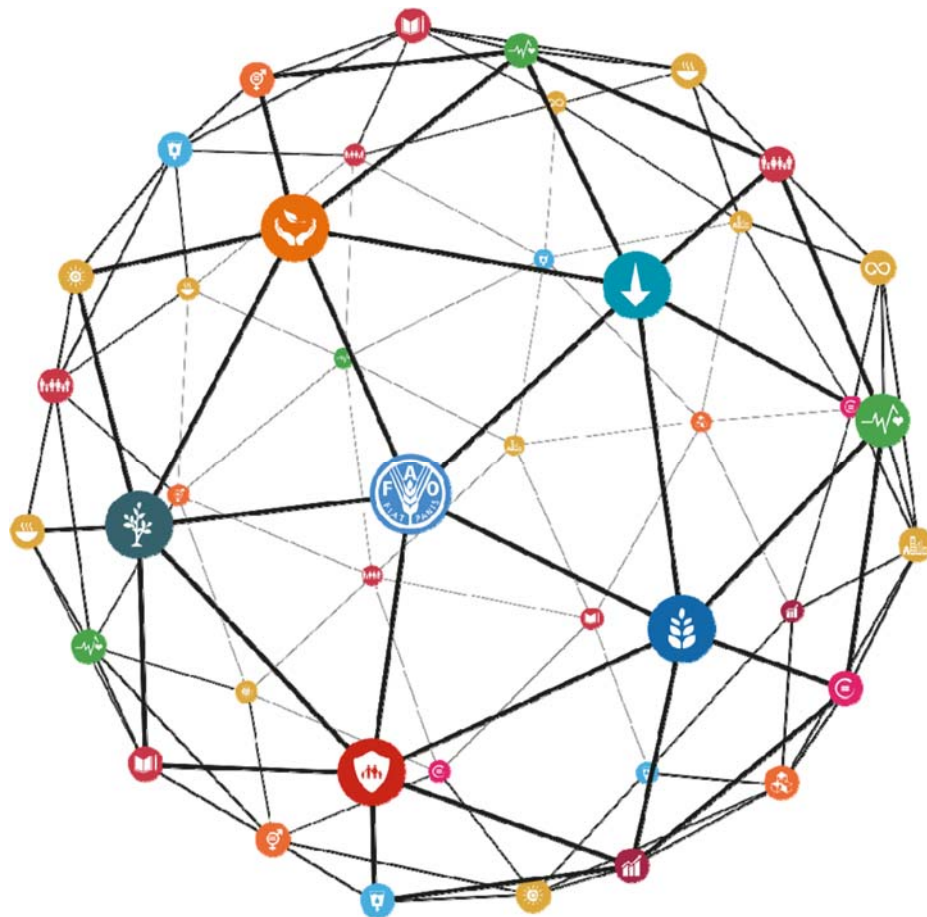




The Director-General's
**Medium Term Plan
2018-21 (reviewed)**
and
**Programme of Work
and Budget 2020-21**



C 2019/3

Forty-first Session of the
Conference

22 – 29 June 2019

The Director-General's
Medium Term Plan
2018-21 (reviewed)

and

Programme of
Work and Budget
2020-21

Food and Agriculture
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Director-General's Foreword

Since 2012, our focus has been on building a results-oriented, efficient, and effective foundation for FAO's vision of a world free from hunger and malnutrition where food and agriculture contribute to improving the living standards of all, in an economically, socially and environmentally sustainable manner.

The challenges globally to achieve this vision remain daunting. They require combined efforts aimed at addressing all forms of malnutrition, sustainably increasing production, strengthening social protection, making food systems more inclusive, and building resilience.

International achievements, such as the 2030 Agenda for Sustainable Development and the Paris Agreement on climate change, continue to drive the context in which FAO operates. The 2030 Agenda embodies the spirit of tackling the complexity of today's challenges and recognizing the need for comprehensive approaches. This requires all stakeholders to embrace new ways of working together, including a shift from projects to policy and programmes, from do-it-ourselves to enabling others, from funding to financing, and from data ownership to trusted custodianship.

FAO's results framework has maintained the overarching principle of adopting the Sustainable Development Goal (SDG) targets and related indicators for measuring progress at Strategic Objective level. Overall, FAO's work in this medium term will contribute to 36 SDG targets measured through 45 unique SDG indicators.

Global trends, challenges and developments, as well as the guidance received from the FAO Regional Conferences, Technical Committees, Programme and Finance Committees and Council concerning priority areas of work, continue to demonstrate the increasing demand for FAO's technical services to achieve results. But these growing demands need to be considered within the context of the capacities of members to increase their assessed contributions.

Thus, the PWB 2020-21 has been developed around four main principles:

- a) Maintain a flat nominal budget, with no change in the level of assessed contributions and net budgetary appropriation compared with 2018-19.*
- b) Identify areas of programmatic emphasis and de-emphasis, based on developments and guidance received.*

c) Ensure that all increased costs are covered without negatively impacting the technical work of the Organization.

d) Use the programme management arrangements now in place to accelerate the delivery of effective and demonstrable results, particularly at country level.

I am proposing a Programme of Work and Budget (PWB) that continues to offer complex and multi-sectoral support to our Members, while giving special attention to the technical quality of FAO's work, statistics, and the cross-cutting issues of climate change, gender, governance and nutrition.

The PWB 2020-21 proposal is both realistic and optimistic. It is realistic as it proposes a flat nominal budget while fully covering all increased costs, including for staff and for the higher cost-share arrangements of the UN Resident Coordinator System. The proposal also includes USD 4 million of resources reallocated for innovative and sustainable agriculture approaches, including innovations using information technology, and for combatting all forms of malnutrition, especially at country level.

The PWB is optimistic as it counts on strong and continued voluntary contributions from Members and other resource partners, as we continue to demonstrate delivery of results at country, regional and global level.

We abide by the programme management arrangements now in place to ensure that we remain efficient and effective. Recent improvements approved by the Council include separating more clearly the roles of the programme management function that develops and manages the Strategic Programmes, and the programme support function that directly supports the Strategic Programmes providing corporate-level project-related support, including the mobilization of various types of resources.

To safeguard resources entrusted to FAO and improving efficiency and effectiveness of the Organization's operations, a small control and compliance unit has been created.

Furthermore, the Ethics and Ombudsman functions are proposed to be separated and strengthened.

Starting in 2012, my focus on transformational change for FAO included as a prime element the need to institute a mindset of value-for-money within the Organization. As a result, during this period, over USD 150 million in efficiency savings have been achieved, with a further USD 27.8 million expected in the 2020-21 biennium.

However, we can only go so far with the flat level of assessed contributions of our Members. Voluntary contributions are of importance to extend the Organization's reach, and cover all relevant areas of work and the increasing demands for our services. The biennial Programme of Work proposed in the PWB therefore includes an estimate of voluntary contributions across the programme structure. We continue to count on these voluntary contributions to help achieve the Strategic Objectives and implement the integrated Programme of Work under the results framework.

We have built together a strong foundation from which to continue to address the many challenges facing food and agriculture. We will only be able to achieve our goal of ending hunger in the world through commitment to collective action now and in the future.

José Graziano da Silva
Director-General

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Scope of the document

This document presents the Director-General's review of the Medium Term Plan (MTP) 2018-21 and Programme of Work and Budget (PWB) 2020-21 for consideration and approval by the Conference.

Medium Term Plan 2018-21(Reviewed)

The MTP 2018-21 was approved by the Conference in July 2017. It sets out the Strategic Objectives (SOs) and Outcomes for achievement by Members and the international community with support from FAO, in accordance with the reviewed Strategic Framework.

In line with the established programme planning cycle, the MTP is reviewed after the first year of implementation under its four-year timeframe, taking account of recent trends and developments, guidance provided by the governing bodies during 2018 and experience with the results-based planning and monitoring frameworks. The review confirms the results frameworks and identifies the main policy thrusts for the next biennium.

Programme of Work and Budget 2020-21

The PWB 2020-21 presents the programmatic priorities and results frameworks (objectives, outcome, outputs, indicators and targets) established and reviewed in accordance with the MTP 2018-21, and a quantification of costs and resource requirements from assessed and voluntary contributions to fund the Programme of Work.

The *Main Features* sets out the approach to preparing the budget, highlights areas of programmatic priority, de-emphasis and realignment in line with the main policy thrusts for the biennium, including the regional dimension, and provides an overview of the related resource allocations and sources of funding for the Programme of Work.

Elements for *Improved Delivery* are presented in relation to implementation arrangements, the organizational structure, allocation of posts and efficiencies for improving the delivery of the Programme of Work.

The *Financial and Budgetary Dimension* presents the requirements to fully fund the Programme of Work, including anticipated cost increases, and also sets out requirements to provide for long-term liabilities and reserve funds. A draft Conference Resolution is presented for approval of the biennial Programme of Work and the Budgetary Appropriations funded from assessed contributions.

The detailed *Programmes and Resource Allocations* and the *Results Frameworks* are provided in *Annexes 1* and *2* for the 14 budgetary chapters (five Strategic Objectives, Objective 6, four Functional Objectives, four Special Chapters). Further detail on cost increases and on FAO's financial health, as well as breakdowns of the budget proposal by chapter and outcome, by region, and by organizational unit are set out in eight additional annexes in the document. The Scheduled Sessions are provided in *Web Annex 11*.

This document and the Web Annex is posted on the FAO Web site in all the languages of the Organization at www.fao.org/pwb.

MEDIUM TERM PLAN 2018-21
(reviewed)

Introduction

1. The Medium Term Plan (MTP) sets out the Strategic Objectives and Outcomes for achievement by Members and the international community with support from FAO, in accordance with the reviewed Strategic Framework.¹ The MTP covers a period of four years and provides the programmatic basis and results framework for preparing the two-year Programme of Work and Budget with Outputs, indicators and targets.
2. As called for in the Basic Texts,² 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. The second quadrennial review of the FAO Strategic Framework was completed in 2016-17, starting from FAO's Vision and Global Goals (*Box 1*) and in light of the 2030 Agenda and other important global developments, global and regional trends and major challenges in the areas of FAO's mandate. The reviewed Strategic Framework provided the basis for preparing the MTP 2018-21, which is currently being implemented by the Organization.

Box 1: FAO's Vision and Global Goals

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) eradication of hunger, food insecurity and malnutrition, progressively ensuring a world in which people at all times have sufficient safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life;
- 2) elimination of poverty and the driving forward of economic and social progress for all, with increased food production, enhanced rural development and sustainable livelihoods; and
- 3) sustainable management and utilization of natural resources, including land, water, air, climate and genetic resources for the benefit of present and future generations.

3. The review of the MTP, carried out at the end of the first year of implementation under its four-year timeframe, comprises: A) an overview of challenges and developments in the food and agriculture sector; B) FAO's attributes and core functions; C) the programmatic framework for results and monitoring; and D) the Strategic Objective results framework and contribution to the SDGs.

¹ C 2017/7

² Conference Resolution 10/2009 in Basic Texts Part II.F

A. Overview of challenges and developments in food and agriculture

4. The reviewed Strategic Framework was developed through a consultative strategic thinking process during 2016, taking into consideration global, sectoral and regional trends in agricultural development and the main challenges expected to be faced by countries and development actors in food and agriculture over the medium term. The review and analysis of global and regional trends identified ten challenges³ to FAO's vision of 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. These challenges are:

1. sustainably improving agricultural productivity to meet increasing demand;
2. ensuring a sustainable natural resource base;
3. addressing climate change and intensification of natural hazards;
4. eradicating extreme and persistent poverty and reducing inequality;
5. ending hunger and all forms of malnutrition;
6. making food systems more efficient, inclusive and resilient;
7. improving income earning opportunities in rural areas and addressing root causes of migration;
8. building resilience to protracted crises, disasters and conflicts;
9. preventing transboundary and emerging agriculture and food system threats; and
10. addressing the need for coherent and effective national and international governance.

5. The global trends and challenges underlying the Strategic Framework remain valid at the end of 2018. These challenges, including the regional and sectoral trends and specificities, represent the main development problems that countries and the development community are facing. They formed the basis for the conceptual framework and theory of change of the five Strategic Objectives (SO), within the context of FAO's vision, attributes and core functions, taking into account the strong support from the FAO governing bodies for continuity in the strategic direction of the Organization.

6. Recent developments and trends were discussed in the Regional Conferences, Technical Committees and the Committee on World Food Security (CFS) held during 2018. At its 125th session in November 2018, the Programme Committee took note of the developments and emerging issues influencing the work of the Organization and acknowledged their continued relevance in the context of FAO's Strategic Framework and the implementation of FAO's Medium Term Plan 2018-21.⁴

7. The inspiring achievements in international diplomacy - above all the 2030 Agenda for Sustainable Development and the Paris Agreement on climate change - continue to drive the context in which FAO operates. To achieve the required transformational change to meet the 2030 Agenda, all stakeholders will need to embrace new ways of working together, including a shift from projects to policy and programmes, from do-it-ourselves to enabling others, from funding to financing, and from data ownership to trusted custodianship. In this regard, the General Assembly resolution adopted in May 2018⁵ outlines an ambitious and far-reaching reform of the UN Development System to help ensure that the UN is an effective and responsive partner for the implementation of the Agenda 2030. FAO will continue to play an active role in the UNDS reform process, including to ensure that the specificities of UN specialized agencies are duly taken into consideration.

8. During 2017-18, the decisions under the Conference of the Parties (COPs) of the United Nations Framework Convention on Climate Change (UNFCCC), in particular the Koronivia decision on joint work on agriculture and the rulebook for the implementation of the Paris Agreement, have

³ C2017/7 Sections B.2 and B.3

⁴ CL 160/3, paragraph 3 e)

⁵ A/RES/72/279

further set the direction for FAO's support to its Members. The current and future developments under the Convention on Biological Diversity (CBD) will also directly impact the work of FAO as the process to define the Post-2020 Biodiversity Framework was launched in the COP13 and will be adopted by COP14 in 2020.

9. The first-ever UN Strategic Plan for Forests (2017-2030) and the declaration of the UN Decade of Family Farming (2019-2028) have also been taken into consideration in reviewing this MTP and developing the PWB.

10. Lastly, the UN General Assembly adopted in 2018 the Global Compact for Safe, Orderly and Regular Migration and the Global Compact on Refugees frameworks which call to leverage the UN system in a coherent way to support the implementation of the compacts.

B. FAO's attributes and core functions

11. The challenges and developments are broadly defined, and cannot be tackled by FAO alone. In order to understand the implications for FAO's work, these challenges need to be considered in light of FAO's attributes, core functions and way of working.

FAO's basic organizational attributes

12. The most relevant basic attributes and strength of an organization are those that are intrinsic and unique to it, and which define its basic organizational characteristics. There are several basic attributes which are intrinsic and in combination unique to FAO:

- a) it is the United Nations specialized agency in food and agriculture, with a comprehensive mandate from its Members to work globally on all aspects of food and agriculture (including fisheries, forestry and natural resources' management), food security and nutrition across the humanitarian-development continuum;
- b) its intergovernmental status and neutrality and the authority to provide a neutral platform where nations can call on each other for dialogue and knowledge exchange;
- c) it has the authority to request any Member Nation to submit information relating to the purpose of the Organization;
- d) its Regular Budget is derived from assessed contributions that provide a minimum guaranteed amount of resources that can be committed for priority activities agreed upon by Members in the governing bodies, complemented by significant voluntary contributions, increasingly mobilized in support of FAO's Strategic Objectives to leverage FAO's knowledge and enhance outreach;
- e) a staff with a broad range of expertise across its areas of mandate working in an interdisciplinary fashion; and
- f) country-level presence, supported by regional and global teams of experts, to respond to demands articulated by countries and regions.

Core Functions

13. Core Functions are the critical means of action employed by FAO to achieve results. Consequently, they represent the types of interventions to which the Organization will give priority in its plan of action. They are areas in which FAO is expected to play a lead, but not necessarily exclusive role. In such cases, FAO needs to work with partners and should intensify its efforts to develop and operationalize strategic partnerships.

- a) *Facilitate and support countries in the development and implementation of normative and standard-setting instruments such as international agreements, codes of conduct, technical standards and others.* This work will be developed at global, regional and national levels through global governance mechanisms, policy dialogue and support and advice, coupled with the development at country level of the necessary policies and institutional capacities for their implementation.
- b) *Assemble, analyze, monitor and improve access to data and information, in areas related to FAO's mandate.* This includes the development of global and regional trends, perspectives and projections and the associated responses by governments and other stakeholders (e.g. policies, legislation and actions) and direct support to countries in the development of institutional capacities to respond to the identified challenges and possible options.
- c) *Facilitate, promote and support policy dialogue at global, regional and country levels.* FAO as an intergovernmental organization is especially well positioned to help countries at national and international levels to organize policy dialogue activities directed to improve the understanding on important issues and to the establishment of agreements between stakeholders and/or countries.

- d) *Advise and support capacity development at country and regional level to prepare, implement, monitor and evaluate evidence-based policies, investments and programmes.* This includes advice and support for activities directed to institutional strengthening, human resources development and direct advice to programme implementation.
- e) *Advise and support activities that assemble, disseminate and improve the uptake of knowledge, technologies and good practices in the areas of FAO's mandate.* FAO as a knowledge Organization needs to be at the forefront of knowledge and technology in all the areas of its mandate and be a source and organizational instrument to support countries in the utilization of available knowledge and technologies for development purposes.
- f) *Facilitate partnerships for food security and nutrition, agriculture and rural development between governments, development partners, civil society and the private sector.* FAO has a broad mandate that includes major development problems that need to be targeted from a broad and comprehensive perspective. However, FAO will focus its work on the areas in which it has special competence and will establish strong partnerships with other organizations to cover other complementary actions required.
- g) *Advocate and communicate at national, regional and global levels in areas of FAO's mandate.* FAO has a main responsibility in providing communication and information services in all areas of its mandate to countries and the development community and to strongly advocate on corporate positions in relation to relevant and urgent development issues.

FAO's way of working

14. The Core Functions ensure that, within the areas of FAO's mandate, countries at all levels of development, particularly the poorest, have access to knowledge, public goods and services they need. This requires FAO to be a global policy setter, facilitator, partner and coordinator, as well as "doer".

15. To perform these tasks, FAO: (a) focuses on its technical expertise and knowledge and promotes good practices available at country level; (b) plays a leading role when activities are linked to its mandate; and (c) draws upon its networking and partnerships capacity. Furthermore, in some cases FAO will need to continue to strengthen its capacities, both organizational and human resources to be able to fully implement the Core Functions and in particular to reaffirm its position as the main global player in the provision of public goods and policy advice in the areas of food, agriculture, fisheries and forestry.

16. While the Core Functions are the most important instruments on which FAO will organize and develop its work, each of the five Strategic Objectives embodies the development problems where FAO will concentrate its work through the Strategic Objective programmes. Consequently, the organization and focus of FAO's work developed under each Strategic Objective will be implemented through the application of the seven Core Functions.

17. From the start, the reviewed Strategic Framework and its implementation arrangements have had the overarching aim of applying FAO's technical knowledge more effectively to help countries achieve their goals of eradicating hunger, reducing poverty and producing food in a more sustainable manner. Consequently, to be effective the Organization must focus and prioritize its efforts, and it needs to work across disciplines and in partnership with others.

18. FAO's organizational structure is designed to facilitate the results-based process, organizing and shaping the way in which its component parts interact with each other, with countries and with other partners. From the onset of the implementation of the reviewed Strategic Framework with its transversal Strategic Objectives, the Secretariat was aware that it would require not only significant changes in the way the Organization works, but also the capacity to adapt and adjust management arrangements with the view to improving and accelerating the delivery of concrete results.

19. Since the start of the transformational change during 2012-13, new ways of working have been put in place, including the reviewed Strategic Framework, which focuses FAO's work on five Strategic Objectives; a results-based planning and monitoring framework in the MTP/PWB; a matrix management approach to deliver time-bound results at country, regional and global levels, and further measures to enhance internal management arrangements and strengthen programme delivery.

20. In particular, the five dedicated Strategic Programme Leaders (SPLs) and their small management teams support the design, programme planning, strategic management and monitoring of the Strategic Programmes, which are delivered by teams comprising staff from decentralized offices and technical departments. The technical departments are responsible for ensuring the technical excellence of the work delivered, as well as the Corporate Technical Activities and provision of global public goods.

C. Programmatic framework for results and monitoring

21. The elements of FAO's results framework comprise FAO's Vision, the three Global Goals, the five Strategic Objectives, a sixth objective on technical quality, statistics and cross-cutting themes, the seven Core Functions as means of delivery and the four Functional Objectives for the enabling environment, as shown in *Figure 1*.

Figure 1: FAO Results Framework – Main Components

<p>FAO's vision A world free from hunger and malnutrition where food and agriculture contributes to improving the living standards of all, especially the poorest, in an economically, socially and environmentally sustainable manner.</p> <p>The three Global Goals of Members:</p> <ul style="list-style-type: none"> • eradication of hunger, food insecurity and malnutrition, progressively ensuring a world in which people at all times have sufficient safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life; • elimination of poverty and the driving forward of economic and social progress for all, with increased food production, enhanced rural development and sustainable livelihoods; and • sustainable management and utilization of natural resources, including land, water, air, climate and genetic resources for the benefit of present and future generations. <p>Strategic Objectives</p> <ol style="list-style-type: none"> 1) Contribute to the eradication of hunger, food insecurity and malnutrition 2) Make agriculture, forestry and fisheries more productive and sustainable 3) Reduce rural poverty 4) Enable more inclusive and efficient agricultural and food systems 5) Increase the resilience of livelihoods to threats and crises <p>Additional Objective</p> <ol style="list-style-type: none"> 6) Technical quality, statistics and cross-cutting themes (climate change, gender, governance, nutrition) <p>Core Functions</p> <ol style="list-style-type: none"> 1) Facilitate and support countries in the development and implementation of normative and standard-setting instruments, such as international agreements, codes of conduct, technical standards and others 2) Assemble, analyse, monitor and improve access to data and information, in areas related to FAO's mandate 3) Facilitate, promote and support policy dialogue at global, regional and country levels 4) Advise and support capacity development at country and regional level to prepare, implement, monitor and evaluate evidence-based policies, investments and programmes 5) Advise and support activities that assemble, disseminate and improve the uptake of knowledge, technologies and good practices in the areas of FAO's mandate 6) Facilitate partnerships for food security and nutrition, agriculture and rural development, between governments, development partners, civil society and the private sector 7) Advocate and communicate at national, regional and global levels, in areas of FAO's mandate <p>Functional Objectives</p> <ul style="list-style-type: none"> • Outreach • Information Technology • FAO governance, oversight and direction • Efficient and effective administration
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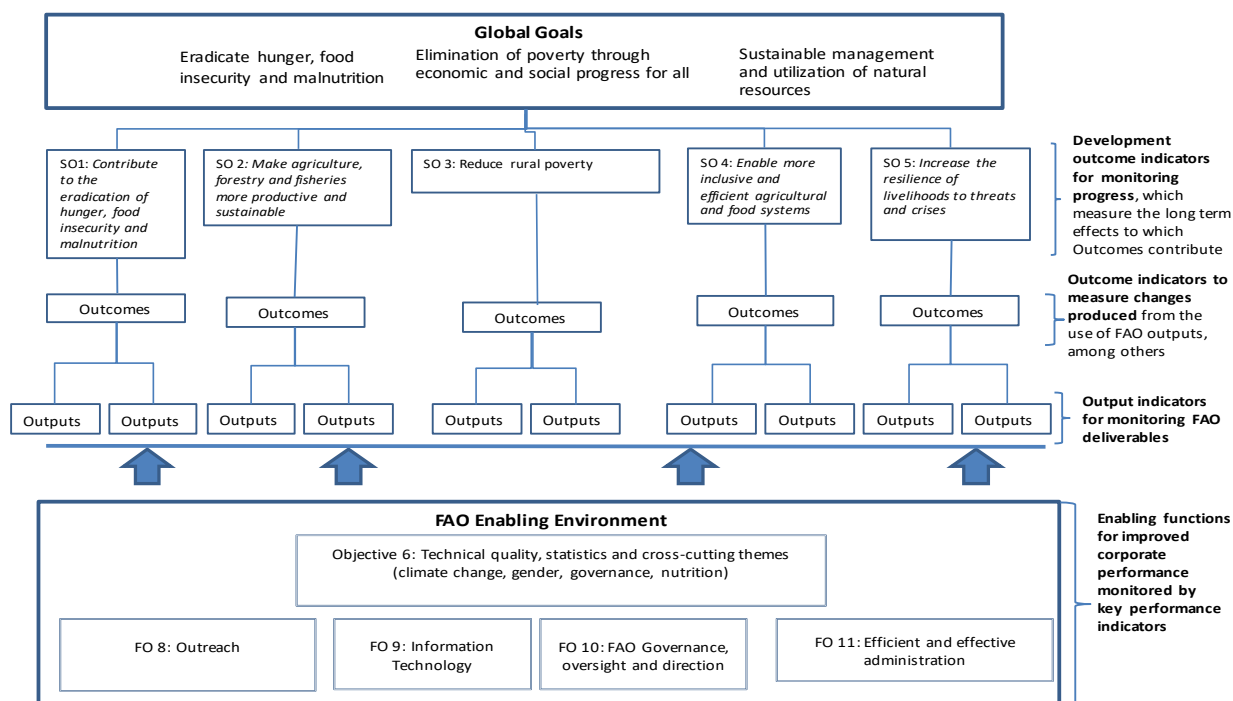
22. FAO's results framework is based on a 'results chain' model which links objectives, outcomes and outputs as illustrated in *Figure 2*. Three levels of results contribute to the *Global Goals of Members*:

- *Strategic Objectives* express the development outcomes in countries, regions and globally. They are expected to be achieved over a long-term timeframe by Members with FAO's contributions.
- *Outcomes* describe changes in the country, regional or global enabling environment and in capacities available to achieve a specific Strategic Objective.
- *Outputs* are FAO's direct contributions to Outcomes. They result from the delivery of FAO's interventions at the national, regional and global levels, using both regular and extrabudgetary resources.

23. Achievement of results is facilitated by three additional elements that help to focus and make FAO's work more effective, as shown in *Figure 2*:

- *Objective on technical quality, statistics and cross-cutting themes (climate change, gender, governance, and nutrition)* that are integrated across the Strategic Objectives.
- *Core functions* are the critical means of action to be employed by FAO to achieve results.
- *Functional Objectives* provide the enabling environment for FAO's work.

Figure 2: FAO's results chain model



24. The FAO results framework guides the planning and monitoring of the Organization's work. The framework has been designed from the top down by the design of Outcomes needed to achieve each Strategic Objective, and Outputs to attain each Outcome. The links as they relate to delivery of results are planned and implemented from the bottom up, determined by priorities at national and regional level. At the core of the framework are the indicators that measure progress at each level of the results chain, providing the basis for assessing and reporting how FAO's actions contribute to changes at national, regional and global level.

25. Each level of the results framework represents a different type of result to be delivered, starting from what FAO produces (Outputs) contributing to changes at country or wider level (Outcome) and wider development impacts (Strategic Objective). This results chain is the link between FAO's work and the different levels of results produced. It also demonstrates the logic underlying these linkages: *if* particular FAO products/services are completed as planned, *then* the Output will be delivered; *if* the Outputs are delivered and the assumptions hold true, *then* that should lead to the desired Outcome; *if* the Outcomes are achieved, *then* the conditions are in place to result in the Objective's development impact.

26. The accountability of FAO, Members and development partners at each level of results, along with means of measuring progress, is set out in *Figure 3*.

Figure 3: FAO monitoring framework – accountability and measurement

Result level	Accountability and measurement
Outputs	<ul style="list-style-type: none"> • FAO's direct contribution (in terms of processes, products and services) to the Outcomes. Outputs represent the tangible delivery of FAO's interventions funded through regular and extrabudgetary resources at the national, regional and global level. • FAO produces, controls and is fully accountable for delivery: full attribution. • Indicators and targets established for each output and measured annually.
Outcomes	<ul style="list-style-type: none"> • Changes in the country-level or global enabling environment and capacities to achieve a specific Strategic Objective. • FAO influences, but does not fully control Outcome level results. FAO has some accountability, but delivery is the responsibility of all partners – FAO, Member States and development partners. FAO can contribute to the changes. • Indicators (some of which SDG indicators) measured biennially through a corporate assessment which includes secondary data, a review of policy documents, and a survey of a range of respondents in a sample of countries, to assess progress.
Strategic Objectives	<ul style="list-style-type: none"> • Development impacts at the global level, in the areas where FAO has committed to achieve results (providing a clear line of sight to FAO's own programme of work). • FAO contributes to, but does not have control over these high-level, long-term results. There is no attribution of any one entity, it is a collective accountability. • SDG targets and indicators have been adopted to track global trends at this level and will be monitored by FAO (using international data sources).

D. Strategic Objective Results Framework and SDGs

27. The trends, challenges and developments identified in the reviewed Strategic Framework, as further articulated in the MTP 2018-21, provide the basis to focus FAO's Strategic Objective results framework and programmes on the commitments made by countries and international community, in particular the overarching Sustainable Development Goals.

28. The 2030 Agenda for Sustainable Development defines the context in which FAO and its member countries will be working toward reaching the SDGs and achieving country specific targets. Furthermore, the reform of the United Nations development system (UNDS), mandated by the General Assembly Resolution of 31 May 2018,⁶ aims to reposition the UNDS with a stronger, better-defined collective identity as a trusted, cohesive, and effective partner to countries in the 2030 Agenda.

29. As one of the challenges of the 2030 Agenda, FAO is thinking beyond the resources it uniquely controls to see how it can more effectively catalyse action by others and build key partnerships with development actors, including the Rome-based and other UN agencies. The Organization is also being called upon to help governments and regional and global institutions cope with the complexity of the new agenda by breaking down the complicated tasks they have set for themselves into discrete, solvable problems.

Review of the Medium Term Plan

30. As foreseen in the reformed programming, budgeting and result-based monitoring system put in place by the Conference in 2009, the Medium Term Plan 2018-21 was reviewed during 2018, taking into account trends and developments in the external environment and the guidance provided by the Regional Conferences, Technical Committees, Programme and Finance Committees and the Council. There has been strong and consistent support expressed by the governing bodies and FAO partners during 2018 for continuity in the strategic direction of the Organization in order to realize the full impact of the reviewed Strategic Framework. The first year of delivery of the results framework, reported in the Mid-Term Review Synthesis Report 2018,⁷ indicates that FAO is largely on track to achieve the outputs planned for 2019. Results at Outcome level will be measured at the end of 2019. In order to consolidate the progress made so far, the overall results model for 2018-19 remains in place with minor refinements.⁸

Incorporation of SDG targets and indicators

31. In the context of continuity in the strategic direction of the Organization, the results framework has maintained the overarching principle of adopting the SDG targets and related indicators for measuring progress at SO level (exclusively) and Outcome level (as relevant). Some further refinements of the incorporation of the SDGs targets and indicators has been made, on the basis of lessons learned from implementation in the first year of the biennium.

32. Overall, FAO's work will contribute to 36 SDG targets measured through 45 unique SDG indicators⁹ included in the FAO Strategic Objective results framework for 2018-21, as summarized in *Figure 4* and shown in *Annex 2*.

⁶ A/RES/72/279

⁷ PC 126/2 – FC 175/7

⁸ PC 124/2 Section II; PC 125/2 Section V; FC 173/7

⁹ A total of 45 unique indicators is used across the Strategic Objectives and ten of them are used twice.

Figure 4: SDG indicators included in the 2018-21 Strategic Objective results framework



Sharpened focus and improved quality of results chain

33. The review and incorporation of SDG targets and indicators and refinements to the Strategic Objective results framework have further sharpened the focus of the Strategic Objectives and improved the quality of the Outcome and Output results chain.

Strategic Objective level

34. *Strategic Objective 1: Help eliminate hunger, food insecurity and all forms of malnutrition* uses five indicators of SDG 2 and SDG 3 at the SO-level to track progress on reduction in food insecurity and malnutrition in all its forms.

35. *Strategic Objective 2: Make agriculture, forestry and fisheries more productive and sustainable* uses 12 indicators of SDGs 2, 6, 14 and 15 to track progress in sustainable productivity, environment degradation and climate change adaptation, and genetic resources conservation. Furthermore, four indicators of SDGs 13, 14 and 15 will be tracked at Outcome-level.

36. *Strategic Objective 3: Reduce rural poverty* uses nine indicators of SDGs 1, 2, 8, 10 and 13 at the SO-level and seven indicators (SDGs 1, 5, 8 and 14) at the Outcome-level to measure poverty and access to productive resources, income and decent employment, and gender equality.

37. *Strategic Objective 4: Enable inclusive and efficient agricultural and food systems* uses four indicators of SDGs 2, 12 and 17 at SO-level to track improvements in the efficiency and inclusiveness of food systems, and a SDG 14 indicator related to illegal, unreported and unregulated (IUU) fishing at Outcome-level.

38. *Strategic Objective 5: Increase the resilience of livelihoods to threats and crises* uses at SO-level nine indicators of SDGs 1, 2, 11, 13, 15 and 16 to track improvements in resilience, food security, and number of people affected by disasters, as well as four indicators of SDGs 5 and 13 at Outcome-level to track risk reduction measures at country and household level.

Outcome and Output level

39. *Outcomes* reflect changes at national, regional or global level needed to foster achievement of the Strategic Objectives. They relate to sound or conducive policies, strategies, investment plans, level of resources and investments committed, level and capacity of coordination, and availability and use of information for decision-making that can be improved with contribution from FAO.

40. The 20 Outcomes in the 2018-21 results framework are presented in *Annex 2*. The titles include some small changes, mainly for standardization or simplification, taking into account lessons learned from the Corporate Outcome Assessment in 2017.¹⁰

41. *Outputs* are FAO's direct *contributions* to Outcomes delivered through FAO's Core Functions at national, regional and global level using all sources of funds. As defined by the United Nations Development Group,¹¹ Outputs capture the "*changes in skills or abilities and capacities of individuals or institutions, or the availability of new products and services that result from the completion of activities within a development intervention within the control of the organization*". The 40 Outputs in the Medium Term Plan 2018-21 are maintained as shown in *Annex 2*.

Objective 6 and cross-cutting themes

42. *Objective 6* ensures the quality and integrity of FAO's technical knowledge and services in six key areas of work cutting across the Strategic Objectives. The results framework for Objective 6 reflects expected improvements measured by Key Performance Indicators (KPIs) for technical leadership, statistics, gender, governance, nutrition and climate change. The KPIs for Outcome 6.2 Statistics have been adjusted to improve future reporting and align better with the related SDG indicator.¹²

¹⁰ PC 124/2 Section II; PC 125/2 Section V

¹¹ Definition of Outputs according to UNDG Results-Based Management Handbook

¹² PC 125/2 paragraph 26

Programme of Work and Budget 2020-21

A. Main Features

Approach

43. The Programme of Work and Budget 2020-21 presents the programme priorities and results framework (objectives, outcomes, outputs, indicators and targets) established in accordance with the reviewed Strategic Framework and Medium Term Plan 2018-21 (reviewed), a quantification of costs for all Outcomes and related commitments, a calculation of cost increases and efficiency savings, provision for long-term liabilities and reserve funds, and a draft Conference resolution for approval of the biennial programme of work and the budgetary appropriations.

44. In preparing the PWB 2020-21, the Director-General has considered the trends, challenges and developments identified in the review of the Strategic Framework, which continue to remain relevant, as well as the guidance received from the FAO Regional Conferences, Technical Committees, Programme and Finance Committees and Council concerning priority areas of work. This context demonstrates an increasing demand for delivering FAO's technical services to achieve results in a resource constrained environment.

45. FAO's Strategic Objective results framework continues to effectively provide the necessary vision and focus to support countries to achieve results and move towards the Sustainable Development Goal targets.

46. The PWB 2020-21 has been developed around four main principles:

- a) Maintain a flat nominal budget, with no change in the level of assessed contributions and net budgetary appropriation compared with 2018-19 (*Sections A and C*).
- b) Identify areas of programmatic emphasis and de-emphasis, based on developments and guidance received (*Section A*).
- c) Ensure that all increased costs are covered without negatively impacting the technical work of the Organization. (*Sections A and C*).
- d) Use the programme management arrangements now in place to accelerate the delivery of effective and demonstrable results, particularly at country level (*Section B*).

Programmatic and budgetary highlights

47. The Strategic Objective Programmes continue to be refined and strengthened based on the analysis of global developments, the guidance received from the FAO governing bodies, and the experience in the previous biennium.¹³ For 2020-21, the main areas of programmatic emphasis under each Strategic Programme are described below and elaborated in *Annex 1*.

Programmatic emphasis

48. *Strategic Programme 1* will deepen efforts to better link policy, programmes and investment to accelerate improved nutrition and food security through sustainable and nutrition-sensitive agriculture and rural development. A main focus will be on creating a clearer common understanding and better evidence base of the contribution of agricultural and food systems as drivers of the various forms of malnutrition, including obesity, and diet-related chronic diseases, as well as the linkages with the drivers of climate change and biodiversity. FAO will support governments and non-state actors to work in a coordinated and focused manner to address the immediate and underlying causes that keep the hungry, food insecure and malnourished trapped in a vicious cycle of chronic deprivation, and support the adoption of healthy diets through sustainable agriculture and food systems. More focused support to country-identified needs will be further scaled-up; and special attention will be given to leveraging partnerships to stimulate exchanges on policy implementation issues at regional, subregional and country levels, including through South-South and Triangular Cooperation (SSTC). *Additional resources of USD 1.5 million* will be allocated to strengthen activities around addressing *all forms of malnutrition*, in particular at regional and country level, and to promote *nutrition-sensitive food systems*.

49. *Strategic Programme 2* will focus on building a greater integration and stronger dialogue across sectors, engaging with stakeholders to sustainably increase production and productivity, address climate change, biodiversity, natural resources management, and environmental degradation in agriculture, forestry and fisheries in the context of gender and nutrition-sensitive food systems. Support to enhance countries' capacities to adapt agricultural production to the adverse impacts of climate change will continue to feature prominently. Efforts will continue towards the development of agro-environmental policies at regional level addressing the cross-linkages, synergies and trade-offs between sectors and thematic areas. FAO will also intensify assistance to countries in transforming agriculture and food systems to achieve the SDGs, using the principles of sustainable food and agriculture (SFA). Attention will be given to enhancing partnerships in order to accelerate implementation on the ground and the adoption of innovative technologies, practices and approaches that sustainably increase agriculture productivity, as well as increasing efforts to enhance public organizations' capacities in policy implementation; further strengthening the involvement of stakeholders as partners; and mobilizing and aligning financing and investments. *Additional resources of USD 1 million* will be allocated to scale-up *innovative practices* in sustainable food and agriculture.

50. *Strategic Programme 3* supports a broad, multi-sectoral approach to poverty reduction, addressing the role that agriculture, natural resources and other sectors play in development. Through continued focus on pro-poor policies and strategies at country and regional levels, FAO seeks to reach the poorest of the poor, including indigenous peoples and other marginalized groups, by targeting a diverse spectrum of livelihoods and addressing the cross-cutting factors that contribute to poverty. FAO will intensify its efforts to address persistent barriers to poverty reduction in order to increase the rural poor's access to productive assets, with a particular focus on the needs of women and youth; strengthen technical capacity at country level, including in poverty and vulnerability analysis in the context of disaster risks, climate change, and conflict; design, implement and scale-up innovative integrated social protection, economic inclusion, territorial development and sustainable agriculture packages in the context of national programmes and investments; and enhance the evidence base for policy support, deepening the understanding of the intersection of extreme poverty reduction, food security and nutrition in different country contexts. FAO will also expand capacity development to ensure that poverty dimensions are better integrated and mainstreamed into FAO's work.

¹³ C 2019/8 Programme Implementation Report 2016-17

51. *Strategic Programme 4* will continue to support increased coherence in the approach to agricultural and food system development through initiatives designed to target specific food system challenges, including enhanced trade and investment; strengthened urban food systems; youth employment through value chain development; reductions in food loss and waste; and using a One-Health approach to address transboundary animal pests and diseases and the growing threat of antimicrobial resistance (AMR). At the country level, these initiatives will be coordinated under a programmatic umbrella of the relevant national developmental strategies that reflect the specific situations and needs of countries and their commitment to achieving the SDGs and climate-change Nationally Determined Contributions (NDCs). At the global and regional level, SP4 will continue to support countries' effective participation in the formulation and adoption of international food safety, animal health and plant health standards; multilateral and regional trade agreements; and voluntary guidelines. *Additional resources of USD 1.0 million* will be allocated to scale-up *innovative practices* in sustainable agriculture and food systems, and an additional *USD 0.5 million* for *nutrition-sensitive food systems*.

52. *Strategic Programme 5* will continue work to anticipate and respond to the main type of shocks - natural hazards, food chain threats, and conflicts and protracted crises - in line with global political commitments, focusing on seven main areas to address identified gaps in vulnerability interventions and to respond better to demands from countries and communities: disaster risk reduction and climate resilience; EMPRES / One Health; contributing to sustaining peace, disaster and crisis damage and loss; risk and food security information systems, risk informed and shock responsive social protection, and pastoralism resilience.

53. As noted above, additional resources of USD 2 million are allocated to SOs 2 and 4 for innovation. As a follow up to the Symposium on Agricultural Innovation for Family Farmers in 2018, and building upon the needs, gaps and opportunities identified, FAO will strengthen its engagement, together with partners, as an innovation enabler to support family farmers in the agriculture sectors. Areas of work will include supporting the diagnosis of national innovation systems, assisting the formulation of national innovation policies, and supporting the upscaling of successful innovations by fostering multi-stakeholder partnerships and investments. These additional resources will also be used to focus on new digital technologies, which are permeating the food and agriculture domain, creating new opportunities to improve ways to produce, store, transform and market food. Digital innovation also allows for improved planning and monitoring, stronger resilience enhancing and early-warning capabilities, and genuine evidence-based policy decisions for the management of food systems as a whole.

54. Furthermore, additional resources of USD 2 million are allocated to SOs 1 and 4 to increase activities to address all forms of malnutrition and to promote sustainable, resilient and diverse nutrition-sensitive food systems. Particular attention will be placed on FAO's contribution to sustainable food systems that provide access to healthy diets for all and thus contribute to ending all forms of malnutrition. Work will also focus on expanding the evidence-base that underpins the pathways between food systems actions and nutrition outcomes and to capture the main linkages in simple, crisp and clear messages for policy-makers.

55. In addition, to ensure that the Strategic Programmes work together and support delivery at country level, most of the budgeted Multidisciplinary Fund of USD 10 million will be allocated during the biennium to the Strategic and Regional Programme Leaders to support the Regional Initiatives and the work of the Strategic Programmes at country level.

Resources for commitments to conventions, treaty bodies and gender

56. FAO's funding commitments for various conventions, treaty bodies and intergovernmental arrangements are managed by the head of the relevant technical department or office in conjunction with the concerned Secretariat. The resources for these commitments, which are budgeted and ring-fenced as Corporate Technical Activities under the relevant Strategic Objectives and Objective 6, are maintained at their current level, totalling USD 22.3 million, as follows:

- a) *USD 7.1 million* for the Codex Alimentarius Commission (SO4);
- b) *USD 1.6 million* for the Joint FAO/WHO Expert Committee on Food Additives (JECFA) and Expert Meeting on Microbiological Risk Assessment (JEMRA), and Joint Meetings on Pesticide Management (JMPM), Pesticide Residues (JMPR), and Pesticide Specifications (JMPS) (SO2 and SO4);
- c) *USD 5.9 million* for the International Plant Protection Convention (SO2 and SO4);
- d) *USD 1.5 million* for the Rotterdam Convention on prior informed consent procedure for certain hazardous chemicals and pesticides in international trade (SO2);
- e) *USD 2.0 million* for the International Treaty on Plant Genetic Resources for Food and Agriculture (SO2);
- f) *USD 1.9 million* for other treaty bodies established under Article XIV of the FAO Constitution (SO2 and SO4);
- g) *USD 1.3 million* for the Committee on World Food Security, being an equal share agreed with IFAD and WFP (SO1);
- h) *USD 1.0 million* for the United Nations Standing Committee on Nutrition, which is hosted by the FAO Secretariat from 2016 (Objective 6).

57. Furthermore, the level of funding for FAO's work on Gender equality and women's empowerment across the Strategic Objectives and Objective 6 has been maintained at USD 21.8 million for the biennium, as set out in *Annex 1*.

58. In addition, the PWB 2020-21 increases the budgeted contribution to UN cost sharing arrangements from USD 9.0 million to US 14.1 million as set out below.

- a) Contributions totaling USD 2.2 million to inter-agency coordination mechanisms are maintained: UN Chief Executives Board for Coordination (CEB); International Civil Service Commissions (ICSC); Administrative Tribunal of the International Labour Organization (ILOAT); Joint Inspection Unit (JIU).
- b) Contributions totaling USD 2.5 million to the UN security management system are maintained: UN Department of Safety and Security (UN-DSS); UN Malicious Acts Insurance Policy (MAIP).
- c) Contribution to UN Resident Coordinator system is more than doubled from USD 4.3 million to USD 9.4 million to cover the increase of FAO's cost share as part of the repositioning of the United Nations Development System.

Areas of technical de-emphasis and re-alignment

59. In order to effectively support the delivery of the Strategic Programme work plans, the heads of technical departments have outlined areas of de-emphasis and re-alignment, within existing resources, arising from reduced demand for some technical areas of work or services and to ensure that the technical focus continues to be on the highest priority areas.

60. The *Agriculture and Consumer Protection Department* will de-emphasize and realign work as follows:

- a) Development and production of a diagnostic kit for detection of Trypanosomosis, as the technology is now mature and will be taken up by other institutions.

- b) Research and development on the application of multicellular tissues as this technology is now well developed.
 - c) Research and development on mulch-based soil management in specific agricultural production systems.
 - d) Support to single cropping systems, with focus reoriented towards diversified, cropping systems in line with the principles of sustainable food and agriculture.
 - e) Disposal of obsolete stocks of pesticides and empty container management will be completed, allowing for more emphasis on promoting Integrated Pest Management strategies.
61. The *Climate, Biodiversity, Land and Water Department* will de-emphasize and realign work on the water footprint of food loss and waste in food value chains, following the completion of the study on the methodologies to quantify the water embedded in food products that are lost or wasted in the food value chain. The follow-up will be handed over to partners with higher comparative advantages for such analysis. FAO's water-related work will concentrate on increasing and improving water productivity in agriculture and food systems, water accounting and auditing, water quality and food safety, water governance, and the interlinkages of water and other sectors, including the nexus approach.
62. The *Economic and Social Development Department* will de-emphasize, realign work and refocus activities as follows:
- a) Capacity development on institutional support to farmer organizations, small rural enterprises and family farmers will be reduced, while focus will be on the analysis of economic constraints affecting these actors' development and generation of evidence that informs policy decision-makers on options to overcome these constraints.
 - b) Qualitative analysis of value chains will be reduced to improve the balance with a more structured analysis for the generation of quantitative evidence on inefficiencies along value chains to help develop options to inform policy decision-making.
 - c) In the area of gender, work on the production of guidance notes and other related tools will be de-emphasized to allow a focus on technical advisory services for their effective implementation.
 - d) Following the completion of a full set of e-learning courses in Decent Rural Employment sub-thematic areas, including Productive Work and Decent Employment, Child Labour in Agriculture, and Rural Migration, the related work stream will be de-emphasized.
 - e) In view of the endorsement of the proposed methodologies to produce the SDG indicators for which FAO is custodian, work on SDG indicators will be refocused towards building the statistical capacity of countries to produce the data and the FAO data analysis capacity for monitoring and reporting purposes.
 - f) The development of an extension of the System of Environmental and Economic Accounting to include ecosystems services related to agriculture, forestry and services will be de-prioritised.
 - g) Work on development of methodologies and guidelines to measure food losses in agriculture will be de-emphasised while focus is reoriented towards building capacities in national offices to collect data on losses, using the methodologies and guidelines developed in the previous biennium.
63. The *Fisheries and Aquaculture Department* will de-emphasize, realign and re-orient work as follows:
- a) Within the area of fish passes, which are of importance for the restoration of free passage for fish and other aquatic species in rivers, other partners have developed sufficient capacities which allows scaling down of FAO's efforts.

- b) The work on Aquatic Science and Fisheries Abstracts, ASFA, benefits from efficiency gains and will be downscaled.
 - c) The specific workstream on mitigation of marine mammal bycatch will be de-prioritized, but activities will continue within the wider framework of reducing impacts of fishing operations on ecosystems, with the support of extrabudgetary funds.
 - d) The activities leading to the Voluntary Guidelines on the Marking of Fishing Gear (VGMFG) will be scaled down following COFI endorsement. Follow-up actions, including the promotion and capacity development for implementation of the VGMFG, will be supported by extrabudgetary funds.
 - e) The work on developing technologies for the aquaculture post-harvest value chain will be de-emphasised as this is more within the scope of research institutions. Promotion of existing technologies will be handled through extrabudgetary funds.
64. The *Forestry Department* will de-emphasize and realign work as follows:
- a) The work on the Forest and Farm Facility will be re-oriented to take advantage of synergies with other programmes within FAO, shifting focus from supporting cross-sectoral platforms to increasing work on climate resilience and linking to work on social protection and poverty reduction and the Decade for Family Farming initiative.
 - b) Within the area of forest harvesting, focus will shift from reduced impact logging to a broader view of occupational safety and health in the context of decent work and operational efficiency in forestry operations, in view of the high accident and casualty rates in the sector.
 - c) Partnerships have been strengthened in the area of development of global knowledge products. In certain cases, such as assessment of carbon in forest soils, it has been possible to reduce FAO's activities and outsource to entities better placed to carry out the work.
 - d) The department will streamline publications by focusing on fewer, higher impact publications, the use of e-learning and a stronger focus on the uptake and implementation of the existing standard and guidelines.

Budgetary savings and re-allocations

65. The pursuit of efficiency gains and savings remains a high priority for the Organization (*Section B*). The Council has welcomed the efficiency savings achieved since 2012 and expressed concern that further savings should not impact negatively on the delivery of the programme of work,¹⁴ while underlining the importance of articulating areas of programmatic emphasis and de-emphasis.¹⁵ Bearing this in mind, the resources reallocated for 2020-21 come from two main sources:

- a) Savings of USD 27.8 million through improvements to the recovery of direct and indirect support costs associated with the implementation of trust fund projects as a result of FAO's new cost recovery policy, approved by the FAO Council in 2015¹⁶ and gradually introduced starting in January 2018 (*Section B*).
- b) Downgrading of vacant posts amounting to USD 2.1 million to allow for the recruitment of highly qualified younger professionals, with the majority of these downgradings made possible by the Council decision for the mandatory age of separation at 65 to take effect on 1 July 2019.¹⁷

¹⁴ CL 149/REP paragraph 18e

¹⁵ CL 150/REP paragraph 16b

¹⁶ CL 151/REP paragraph 11 and FC 157/10

¹⁷ CL 159/REP paragraph 30

66. The resources made available were re-allocated to cover increased costs and high priority areas, as follows:

- a) USD 19.8 million to cover cost increases (*Section C* and *Annex 3*);
- b) USD 5.1 million to cover the more than doubling of FAO's cost share to the UN Resident Coordinator's system as part of the repositioning of the United Nations Development System¹⁸ (*Sections A and C*);
- c) USD 1.0 million to separate and strengthen the ethics and ombudsman functions, and to strengthen internal control and compliance (*Sections B and C*);
- d) USD 2.0 million for innovative and sustainable agriculture approaches, including innovations using information technology (*Sections A and C*);
- e) USD 2.0 million to further strengthen activities centred on combating all forms of malnutrition, especially at country level, and promoting nutrition-sensitive food systems (*Sections A and C*).

¹⁸ UNGA resolution A/RES/72/279

Regional dimension

67. Since 2014 FAO has focused and integrated its work in the regions through Regional Initiatives. These Initiatives serve as a multidisciplinary mechanism to ensure effective country delivery and impact of FAO's work on the key priorities of the regions, contributing to FAO's Strategic Objectives and supporting countries in achieving the SDGs. Gender, nutrition, governance and climate change will continue to be addressed as cross-cutting issues under the Regional Initiatives. The 2018 Regional Conferences reviewed the achievements of the current Regional Initiatives and identified priority areas to be considered in the 2020-21 biennium¹⁹ as summarized below.
68. **Africa:** The three main Regional Initiatives, which support the commitments under the Malabo Declaration (2014) will be maintained, *Africa's Commitment to End Hunger by 2025; Sustainable Production Intensification and Value Chain Development; and Building Resilience in Africa's Drylands*. FAO's work in the region will support countries on their priority actions towards achieving the SDGs; continue to anchor the Commitment to End Hunger and all forms of malnutrition within the CAADP²⁰ process; make food and agricultural systems and rural livelihoods more resilient to the impacts of natural hazards, food chain crises and conflicts; address youth employment in agriculture - including supporting positive impacts of migration - and agri-food sectors (strategies, platforms, etc.); and support inclusive value chains through pro-poor investment, strengthen sanitary and phytosanitary standards along food systems, trade facilitation, and better coordination and participation in regional policy dialogues.
69. **Asia and the Pacific:** The five Regional Initiatives on *Zero Hunger; Blue Growth; One Health; Climate Change; and Inter-regional initiative on Pacific SIDS* will be maintained. FAO's work in the region will support countries on creating an enabling environment to nurture ecologically viable, nutrition-sensitive and climate-smart agriculture and sustainable food systems; strengthening governance of fisheries and aquaculture and improving management practices; building multi-stakeholder platforms for policy making, rural-urban food systems analysis; scaling-up agriculture's climate adaptation and mitigation actions, and advancing the sector's role in global frameworks; supporting the joint efforts of governments of Pacific Members and partners to improve the sustainability and nutrition-sensitivity of Pacific SIDS food systems through enhanced multisectoral commitments and scaling-up food security and nutrition actions.
70. **Europe and Central Asia:** The three Regional Initiatives *Empowering Smallholders and Family Farms for improved livelihoods and poverty reduction; Agrifood Trade and Market Integration; and Sustainable Agriculture and Natural Resources Management under a Changing Climate* will be maintained, with some adjustments. FAO's work in the region will support countries on the adoption of the food systems approach in rural and urban policies and programmes, including strengthening food safety and quality standards, organic production, and food loss and waste reduction; transforming their agricultural sectors and rural livelihoods by promoting agroecological approaches and diversification, developing e-agriculture and enhancing access to natural resources and innovation, with a special attention given to women and youth; increasing countries' access to climate finance, in particular GCF and GEF.²¹
71. **Latin America and the Caribbean:** The three Regional Initiatives *Ending hunger and eradicating all forms of malnutrition in Latin America and the Caribbean; Towards a transformative agenda for sustainable rural development; Climate resilient and sustainable agriculture* will be maintained, giving emphasis on large-scale effects and impacts that are directly related to the 2030 Agenda for Sustainable Development, as well as on rural territories that are lagging behind in the achievement of SDG1 and SDG2 in particular. FAO's work in the region will support countries on adopting policies to transform food systems, addressing malnutrition, including overweight and obesity and micronutrient deficiencies; developing and strengthening integrated strategies to eradicate rural poverty, with focus on territories to generate opportunities for economic and social revitalization

¹⁹ PC 124/2

²⁰ Comprehensive Africa Agriculture Development Programme (CAADP)

²¹ Green Climate Fund (GCF); Global Environment Facility (GEF)

of rural territories, addressing migration, gender, youth and ethnic inequality; addressing biodiversity and green financing, to mainstream conservation and sustainable use of biodiversity in agriculture, including the development of climate change adaptation, mitigation and disaster risk reduction measures.

72. **Near East and North Africa:** The three Regional Initiatives *Water Scarcity*; *Small-scale Family Farming*; *Building Resilience for Food Security and Nutrition*, will be maintained and sharpened. FAO's work in the region will support countries on strengthening capacities for sustainable use of water resources, including through water accounting, strategic planning of water resources, water productivity, groundwater governance, drought management and adaptation to climate change; improving smallholder's incomes, agricultural productivity and value chain development, promoting decent rural employment and social protection and enhancing the role of rural organizations and institutions; effective interventions to address food security threats related to conflict, transboundary animal and plant pests and diseases and natural hazards and building their capacity in developing food security and nutrition policies and information systems.

Budgetary chapter allocations and sources of funding

Budgetary chapter allocations

73. The starting point for determining budgetary chapter allocations in the PWB 2020-21 is the Adjustments to the PWB 2018-19 approved by the Council in December 2017.²² The net change in allocation of the flat USD 1,005.6 million net appropriation among budgetary chapters in the PWB 2020-21, shown in *Table 1*, arises from the impact of the new cost recovery model, the estimated cost increases, and the proposed allocations to areas of priority as set out in this document.

Table 1: Comparison of Net Appropriation between the 2018-19 biennium and the proposed PWB 2020-21 (USD thousands)

Budget chapter	Strategic/Functional Objectives	Adjusted PWB 2018-19	Change	PWB 2020-21
1	Contribute to the eradication of hunger, food insecurity and malnutrition	82,451	3,019	85,470
2	Make agriculture, forestry and fisheries more productive and sustainable	197,117	2,768	199,885
3	Reduce rural poverty	66,527	758	67,286
4	Enable more inclusive and efficient agricultural and food systems	105,879	2,084	107,963
5	Increase the resilience of livelihoods to threats and crises	54,350	239	54,590
6	Technical quality, statistics and cross-cutting themes (climate change, gender, governance, nutrition)	68,651	594	69,245
7	Technical Cooperation Programme	140,788	0	140,788
8	Outreach	78,630	(4,124)	74,507
9	Information Technology	36,244	443	36,687
10	FAO governance, oversight and direction	70,548	(6,453)	64,095
11	Efficient and effective administration	64,535	671	65,206
12	Contingencies	600	0	600
13	Capital Expenditure	16,892	0	16,892
14	Security Expenditure	22,421	0	22,421
	Total Appropriation (Net)	1,005,635	0	1,005,635

74. Concerning the resources for the five Strategic Objectives (Chapters 1 to 5), there is a net increase of USD 8.9 million. This increase is partially a result of the additional allocations for priority activities, namely for addressing all forms of malnutrition and promoting nutrition-sensitive food systems (USD 2 million under SOs 1 and 4) and for innovative practices in sustainable food and agriculture (USD 2 million under SOs 2 and 4), and partially a result of the increased funding required for the UN Resident Coordinator's system (USD 5.1 million across the five Chapters).

75. Resources for the Functional Objectives decrease by USD 9.5 million arising mainly from the impact of the new cost recovery model which offsets some of the costs previously funded by the net appropriation, in particular in Chapters 8 (Outreach) and 10 (FAO Governance, oversight and direction).

²² CL 153/3 and CL 153/REP (December 2017)

76. The resources for the Technical Cooperation Programme (Chapter 7) have been maintained at USD 140.8 million, or 14 percent of the net budgetary appropriation, in line with Conference Resolution 9/89 and the recommendation of Conference at its 39th session.

Sources of funding

77. The PWB proposes a biennial Programme of Work funded from the assessed contributions by Members and an estimate of extrabudgetary voluntary contributions. The assessed contributions by Members (based on the agreed scale of contributions) finance the net appropriation voted by the Conference in the Budgetary Appropriations Resolution. Extrabudgetary resources can be provided by Members and other partners on a voluntary basis through direct support to the Programme of Work, or through Trust Funds to provide technical and emergency assistance to governments for clearly defined purposes linked to the Programme of Work.

78. *Table 2* provides a summary of overall resource requirements for 2020-21 by budgetary chapter and source of funding, i.e. net appropriation of USD 1,005.6 million funded from assessed contributions by Members (from *Table 1*), and an estimate of extrabudgetary resources.

Table 2: 2020-21 Budget proposal by Chapter and funding source (USD thousands)

Budget chapter	Strategic/Functional Objectives	Net Appropriation	Extrabudgetary	Total
1	Contribute to the eradication of hunger, food insecurity and malnutrition	85,470	200,708	286,178
2	Make agriculture, forestry and fisheries more productive and sustainable	199,885	493,028	692,913
3	Reduce rural poverty	67,286	104,824	172,110
4	Enable more inclusive and efficient agricultural and food systems	107,963	158,856	266,819
5	Increase the resilience of livelihoods to threats and crises	54,590	875,765	930,354
6	Technical quality, statistics and cross-cutting themes (climate change, gender, governance, nutrition)	69,245	19,628	88,873
7	Technical Cooperation Programme	140,788	0	140,788
8	Outreach	74,507	3,765	78,271
9	Information Technology	36,687	0	36,687
10	FAO governance, oversight and direction	64,095	1,935	66,031
11	Efficient and effective administration	65,206	11,279	76,485
12	Contingencies	600	0	600
13	Capital Expenditure	16,892	0	16,892
14	Security Expenditure	22,421	156	22,577
	Total Appropriation (Net)	1,005,635	1,869,946	2,875,581

79. The extrabudgetary resources reflect the preliminary estimates for voluntary contributions in 2020-21, comprising 65 percent (USD 1,870 million) of overall resource requirements. The estimates of delivery are based on operational projects that will extend into the next biennium, proposed projects in the pipeline and likely to be approved, prospects based on project ideas and positive contacts with partners, and an analysis of trends.

80. In view of the fact that this document has been prepared one year before the start of the biennium, adjustments in resource allocations and results frameworks will be necessary, arising from decisions and guidance of the governing bodies during March to June, the work planning process during July to October including definition of Output targets, and updates to the estimated level and distribution of voluntary contributions. These changes will be reported in the Adjustments to the PWB 2020-21 for consideration by the Council in December 2019, in line with the established programming and budgeting process.²³

²³ Basic Texts, Volume II Part F

B. Improved delivery

81. The organizational arrangements put in place to implement the Strategic Framework aim to effectively apply FAO's technical knowledge in support of countries' achievement of their goals - eradicating hunger, reducing poverty and producing food in a more sustainable manner.

82. FAO strives to continuously enhance implementation arrangements and organizational structure, preserving well-functioning delivery mechanisms while seeking efficiencies and adjusting technical capacity to meet programme requirements.

Implementation arrangements

83. The five Strategic Programmes are designed, planned, managed and monitored by the Strategic Programme Leaders and their small management teams to achieve the Outputs in the results framework, under the overall direction of the Deputy Director-General (Programmes). The Strategic Programme teams were strengthened in 2018-19 in recognition of their importance in the organizational architecture and comprise staff seconded from technical divisions and decentralized offices on a rotational basis.

84. The contributions from technical departments to the Strategic Programmes are coordinated through Service Level Agreements, which define the products and services to be delivered contributing to the Outputs. In addition to providing specific technical services to the Strategic Programmes, technical divisions are responsible for ensuring the technical quality of the work undertaken, as well as providing services to ensure the integration of climate change, gender, governance and nutrition as defined in Objective 6. Technical divisions are also responsible for the assigned Corporate Technical Activities (e.g. statistics, flagship publications, Technical Committees, conventions and treaty bodies) funded by ring-fenced resources.

85. The Regional Programme Leaders bring a programmatic dimension to FAO's work across countries, working with the Regional Representatives, FAO Representatives, Strategic Programme Leaders and technical divisions to focus and ensure delivery of programmes and achievement of results at country level.

86. Delivery of the Functional Objectives (outreach; information technology; FAO governance, oversight and direction; and efficient and effective administration) and special Chapters (TCP, Capital and Security Expenditure) is guided by the heads of the responsible business units, who are accountable for the policy, standards and performance improvements in the enabling services they provide.

87. Internal management governance is maintained as implemented in 2017. The Executive Management and Monitoring Team (EMMT), chaired by the Director-General and comprising the Deputy Directors-General, ADG-ES, Directeur de Cabinet, and Director OSP, continues as the highest internal governance occurrence, overseeing the span of corporate strategies, policies, management and internal control. The Policy and Programmes Board (PPB) oversees corporate policies and programmes, optimizing interdisciplinary functions and ensuring the integrity of the Strategic Framework. The PPB is chaired by the Director-General and comprises the Deputy Directors-General, Assistant Directors-General (all locations), Strategic and Regional Programme Leaders, Legal Counsel, Directeur de Cabinet and Directors OCC and OSP. The Programme Implementation and Monitoring Board (PIMB), chaired by the Deputy Director-General (Programmes) and with a similar composition, oversees the implementation and monitoring of corporate programmes.

88. Programme delivery is monitored using four streams of information: delivery of products and services; budgetary and financial performance; project performance; and achievement of results against the monitoring framework described in *Section C* of the reviewed MTP. The governing bodies provide oversight through the annual report on budgetary performance, the Mid-term Review Synthesis Report and the Programme Implementation Report.

Organizational structure

89. In order to further align the organigramme (*Annex 10*) with programmes and services and improve delivery and effectiveness, the following adjustments are reflected in the PWB 2020-21.

Deputy Director-General for Programmes (DDP)

90. As approved by Council in December 2018,²⁴ the structure under DDP has been modified, within existing resources, to align with its functions as these have evolved, separating more clearly the roles of the *programme management function* that develops and manages the Strategic Programmes, and the *programme support function* that directly supports the Strategic Programmes providing corporate-level project-related support, including the mobilization of various types of resources. In recognition of the evolution of its function, the former Technical Cooperation Department has been renamed Programme Support and Technical Cooperation Department (PS).

91. The Investment Centre Division (DPI) has been transferred to report directly to DDP in line with its more programmatic focus, while the former Partnerships and South-South Cooperation Division (DPS) has been separated into the Partnerships Division (PSP) and the Office for South-South and Triangular Cooperation (OSS) and the reporting lines adjusted from DDP to the Assistant Director-General (PS) as its work relates more to programme support than programme management. Project cycle support functions have been consolidated directly in the office of the ADG-PS and the renamed Business Development and Resource Mobilization Division (PSR) will focus only on business development with resource partners for voluntary funding in support of FAO's results framework.

92. As part of the review of DDP functions, the responsibility for recruiting interns, volunteers and fellows has been transferred from the Partnerships Division to the Office of Human Resources (OHR) together with the responsible team of three staff. The transfer, which is based on experience accumulated over the past biennium, will allow for the generation of synergies with other staff recruitment functions.

Deputy Director-General for Operations (DDO)

93. The structure under DDO has also been reviewed to optimize service delivery. A Control and Compliance Unit has been created under DDO to strengthen internal controls and risk management across administrative areas and oversee the implementation of the recently launched Anti-fraud Strategy and Action Plan, ensuring coherent and coordinated efforts in tackling fraud risks, safeguarding resources entrusted to FAO and improving efficiency and effectiveness of the Organization's operations.

94. In addition, the structure within CS Department has been rationalized with simplified reporting lines in order to provide cost effective support to staff and membership in all locations, including the incorporation of the Administrative Services Unit (CSA) and the Security Services Unit into the office of the ADG-CS.

95. The consolidation of the Shared Services Centre (SSC) hubs of Budapest, Santiago and Bangkok into one Global Team has been fully implemented, increasing consistency, transparency and performance in service delivery. All transactions are now processed under the coordination of the SSC Budapest, assuring quality and compliance to standards across all of FAO, while the three SSC hubs of Santiago, Bangkok and Budapest form a virtual "SSC One Team", representing the first point of contact for help and advice on the execution of administrative processes and procedures to all staff across respective regions and time zones.

Decentralized office structure

96. The Subregional Office for West Africa (SFW) has been established in Senegal and is now operational. The structure and staffing have been formed through post transfers from the Regional Office for Africa (RAF), which previously covered the functions for the subregion in question.

²⁴ CL 160/REP, paragraph 10.a)

97. As regards the FAO Representations, the review of scope and modalities of country coverage in each region continues, increasing flexibility in the use of the budgeted resources in order to better align to countries' needs. In particular, the share of resources dedicated to staff costs in the FAOR network net appropriation budget is being analysed in order to increase the Organization's flexibility to adjust to emerging needs and invest in evolving expertise requirements. This approach aims to allow resources to be reallocated within the country office network budget of each region on a cost-neutral basis, according to country-specific and emerging needs and priorities.

Policy Intelligence and Support

98. A new Policy Intelligence and Support Coordination Unit has been created in the Agricultural Development Economics Division (ESA). This is another step in the gradual strengthening of the food and agriculture policy function, which has taken place over the past biennia, and in particular aims to further support country-specific policy analysis, broadening the focus towards new thematic areas and emerging issues of critical policy relevance, in collaboration with units across the Organization. The unit has been set up with existing capacity from across the ES Department.

Ethics and Ombudsman functions

99. The Ethics and Ombudsman functions will be separated and strengthened. In particular, the Ethics function will be detached from that of Ombudsman and the job description of the Ethics Officer will be amended to reflect the strengthening of that function. Furthermore, the Ombudsman/mediator function will be enhanced and dedicated resources made available not only centrally, but also in the five regions. This approach will allow for a closer presence and better understanding of the local cultural environment in fulfilling this role. Depending on the local context, the Ombudsman services would be handled through shared services with other UN entities or through outsourcing to an external entity.

Posts overview

100. Post changes arise mainly from the above structural alignments, priority re-allocations and from the streamlining of support functions, staying within the total number of 2,945 posts budgeted in the PWB 2018-19. The change in distribution of posts by organizational unit and grade group is shown in *Annex 9*. The evolution of budgeted posts by location and category is summarized in *Table 3*.

101. The progressive streamlining of support functions in response to the evolving needs of technical divisions and decentralized offices has resulted in a net abolition of 17 general service posts counterbalanced by an equal net increase in professional posts.

102. At headquarters, the additional professional posts include three new positions in the priority areas of innovation and nutrition, as described in *Section A*. Furthermore, a new investigator position was established in the Office of the Inspector-General (OIG) to increase capacity to investigate harassment cases, in line with the Organization's zero-tolerance policy towards harassment, sexual harassment and abuse of authority, as well as a senior position to head the new Control and Compliance Unit under DDO. In the area of trade and markets, an additional professional post has been established in the Trade and Markets Division as well as in the Fisheries Department, given the increasing emphasis in fisheries and aquaculture on better understanding and strengthening fish trade and market linkages and fish value chains.

103. At the decentralized level, a number of general service positions have been transformed into junior and national professional positions, allowing for the recruitment of qualified nationals for administrative, human resources and finance functions. Furthermore, a new indigenous peoples and social inclusion post has been created in the Subregional Office for Mesoamerica, reflecting the importance of this policy assistance work in the Latin American and Caribbean region and in line with the Agenda 2030.

Table 3: Evolution of budgeted posts by location and category

Grade Category	Adjusted PWB 2018-19	Total Change	PWB 2020-21
Headquarters			
Professional and above	891	7	898
General Service	576	(9)	567
Total Headquarters	1,467	(2)	1,465
Decentralized			
Professional and above	643	10	653
General Service	835	(8)	827
Total Decentralized	1,478	2	1,480
All Locations			
Professional and above	1,534	17	1,551
General Service	1,411	(17)	1,394
Total All Locations	2,945	0	2,945

Note: Professional counts in decentralized offices in the PWB 2020-21 include 36 officers outposted from headquarters: 1 liaison officer, 4 internal auditors, 22 TCI investment officers, 5 finance officers, 2 legal officers and 2 field security officers. The 25 junior professional posts are included in the headquarters count.

Efficiencies and savings

104. The Conference has emphasized that identification of efficiency gains and savings should be driven by the goal of ensuring the most efficient and effective use of resources, and not at the expense of the delivery of the Programme of Work. Furthermore, the Conference has stressed the importance of reducing the staff costs of the Organization, and requested that further efficiency gains and savings be achieved particularly by measures aimed at reducing the staff costs, which constitute approximately 75 percent of the budget.²⁵

105. Efficiency savings have been defined by FAO Council as "reductions in the costs of inputs without material negative impact on the outputs".²⁶ In accordance with this definition, the Organization approaches achieving efficiency savings in three ways:

- by pursuing input-oriented measures, such as revising air travel arrangements;
- by identifying process-oriented efficiency savings, which focus on changing policies, procedures and ways of working, with the aim of streamlining operations and administrative functions; and
- by increasing recovery of the cost of various services provided by the Organization, such as support services to projects.

106. The Director-General's transformational change for FAO, starting in 2012, included as a prime element the need to institute a mindset of value-for-money within the Organization. This has resulted in substantial efficiency savings over recent biennia:

- a) USD 71.6 million in 2012-13 and USD 36.6 million in 2014-15, while delivering the approved Programme of Work. The savings during this period were mainly in staff costs and in the administrative units, resulting in the abolition of 235 posts.²⁷
- b) USD 37 million in 2016-17, with downward adjustments in personnel costs (mainly from the extended freeze in salary scales, the change in the Basic Medical Insurance Plan and the decreased current service cost of the After-service Medical Coverage), savings from the outsourcing of printing services, streamlining of language services and the restructuring of the Shared Services Centre, as well as a reallocation from the Capital Expenditure Facility to high-priority technical areas of work.²⁸

107. In 2018-19, focus has been on consolidating savings generated in the prior biennium while optimizing service delivery, with further efficiencies of USD 11.7 million. In particular, additional biennialized savings of USD 3.6 million are expected under personnel costs, mostly due to the reduction in the headquarters professional staff net remuneration, the freeze on the salary scales for the general service staff, and the reductions in other allowances and entitlements reflecting the gradual implementation of the revised compensation package since 2016.²⁹ Furthermore, USD 8.1 million in inflation costs for goods and services has been absorbed through reduced costs of consultants, travel, and procurement.

108. For the 2020-21 biennium, savings of USD 27.8 million are expected to be obtained through improvements to the recovery of direct and indirect support costs associated with the implementation of trust fund projects. The new FAO Cost Recovery Policy, gradually introduced starting in January 2018, builds on the Comprehensive Financial Framework for cost recovery, approved by the FAO Council in 2015.³⁰ The revised policy is designed to ensure that FAO's costs are correctly measured and distributed among all funding sources, consistent with UN-system policy and UN General

²⁵ C 2013/REP paragraphs 97-110

²⁶ CL110/REP paragraph 24a

²⁷ C 2017/8 paragraphs 346-354

²⁸ C 2019/8 paragraph 365

²⁹ FC 160/10; FC 161/9; FC 164/8 paragraphs 1 and 2

³⁰ CL 151/REP paragraph 11 and FC 157/10

Assembly-encouraged principles.³¹ The updated methodology for categorizing and measuring costs ensures that charges closely reflect actual project costs and improves transparency, equitability and accountability to Members and resource partners.

109. Greater efficiency will continue to be pursued throughout the 2020-21 biennium, based on the firmly established culture of value-for-money. This will be driven by the principle of streamlining the overall administrative construct, particularly at headquarters, while maintaining and enhancing to the extent possible the technical capacity of the Organization.

³¹ UN General Assembly Resolution 67/226, paragraph 53; reaffirmed in UN General Assembly Resolution 71/243, paragraph 35

C. Financial and budgetary dimensions

110. The section presents the requirements to fully fund the Programme of Work, including anticipated cost increases, and also sets out requirements to provide for long-term liabilities and reserve funds. A draft Conference Resolution is presented for approval of the biennial Programme of Work and the Budgetary Appropriations funded from assessed contributions.

Overview of anticipated cost increases

111. The cost increase estimates cover the recosting of Regular Programme inputs from 2018-19 to 2020-21 levels to deliver the Programme of Work, namely for personnel, goods and services, and the lapse factor. The methodology, assumptions, and the detailed breakdown of the costs are provided in *Annex 3*.

112. The cost increase estimates are developed on a biennial basis from actual cost adjustments that are occurring during the course of the current biennium (*biennialization*), and forecasted adjustments to unit costs that will take effect in the next biennium (*inflation*).

113. The total cost increases in 2020-21 have been estimated at USD 19.8 million, consisting of USD 14.1 million for personnel services and USD 5.7 million for goods and services.

114. *Personnel services* comprise all staff costs, including salaries, pension fund contributions, dependency allowances, social security, other staff-related entitlements, and after-service benefits for both the professional and general service staff categories. The changes in personnel services costs are derived from the decisions regarding the United Nations common system, as reviewed by the International Civil Service Commission (ICSC) and approved by the United Nations General Assembly, independent verification, and other external factors.

115. *Goods and services* include other non-staff human resources (e.g. consultants), travel, general operating expenses, contracts and other (e.g. furniture and equipment).

116. The evolution of the estimated cost increases for 2020-21 is summarized by input category in *Table 4* and explained below.

Table 4: Summary of cost increases under the Net Appropriation in 2020-21 (USD million)

	PWB 2020-21 Proposed Net Appropriation at 2018-19 Costs	Biennialization	Inflation	Total Cost Increases	PWB 2020-21 Proposed Net Appropriation at 2020-21 Costs	Percentage Cost Increase (Biennial)
	a	b	c	d = b + c	e = a + d	f = d ÷ a
Personnel Services						
Salaries, Pension Fund Contributions and Allowances	674.7	(10.3)	17.7	7.4	682.1	1.1%
After-service Benefits	66.8	6.7	0.0	6.7	73.5	10.0%
Total Personnel Services	741.5	(3.6)	17.7	14.1	755.6	1.9%
Total Goods and Services	415.2	0.0	5.7	5.7	420.9	1.4%
Corporate and Other Income	(170.9)	0.0	0.0	0.0	(170.9)	0.0%
Budget Level for Net Appropriation	985.8	(3.6)	23.4	19.8	1,005.6	2.0%

* The breakdown of the budget by input category as shown in the column entitled "PWB 2020-21 Proposed Net Appropriation at 2018-19 Costs" reflects the input mix of the 2020-21 proposal at 2018-19 costs.

Personnel services

117. The total cost increases for personnel services in 2020-21 are estimated at USD 14.1 million equivalent to a 1.9 percent increase in the biennium, representing the net effect of a downward adjustment of USD 3.6 million under *biennialization* and an increase of USD 17.7 million for *inflation*.

118. *Biennialization* results in a downward adjustment of personnel costs of USD 3.6 million mostly due to the reduction in the headquarters professional staff net remuneration resulting from the outcome of the cost-of living survey, the freeze on salary scales for general service staff in Rome and several other duty stations, and the reductions in other allowances and entitlements reflecting the gradual implementation of the revised compensation package since 2016.³²

119. *Inflation* estimates for salaries, pension fund contributions and allowances have been calculated at USD 17.7 million. The inflation estimates are based on the lower range of recent Economist Intelligence Unit (EIU) Consumer Price Index (CPI) forecasts in the region or country where FAO has large offices.

120. The FAO governing bodies have been advised that staff costs are difficult to predict despite the refined information systems used to analyse current cost patterns and quantify trends, which leads to variances from the budgetary estimates prepared in advance of the budget implementation.³³ The effort to reduce the personnel costs pursued by the UN system since 2015 contributes to the lower-than-estimated staff costs in 2018-19 and allows for the moderate staff cost inflation in 2020-21.

Goods and services

121. The inflation for *total goods and services* is estimated at USD 5.7 million, equivalent to a 1.4 percent increase in the biennium. This is a conservative estimate compared to the EIU CPI forecasts for the World (5.7 percent and 5.8 percent for 2020 and 2021 respectively) and Italy (1.2 percent and 1.3 percent for 2020 and 2021 respectively).

Lapse factor

122. The 2020-21 lapse factor is 1.52 percent for professional and 1.92 percent for general service costs respectively. Compared to the percentages used in 2018-19, the lapse factor has slightly increased for the professional and general service categories from 1.39 percent and 1.79 percent, respectively. Given the overall minimal change, the new lapse factor has a marginal impact on staff costs of USD 0.8 million when applied to all locations.³⁴

³² FC 160/10; FC 161/9; FC 164/8 paragraphs 1 and 2; FC 169/10; FC 170/8; FC 173/12

³³ FC 113/10 Treatment of Staff Cost Variance

³⁴ For country and liaison offices, the Conference approved in 2009 the removal of the lapse factor adjustment.

Elements for improving FAO's financial health, liquidity and reserves

Overview

123. The financial health of the Organization can be appraised in relation to three components of the General and Related Funds as follows:

- a) the **General Fund** - reflects the accumulated historical result of all assessments on Members, miscellaneous and other income, offset by cumulative expenditures to execute the Programme of Work;
- b) the **Working Capital Fund (WCF)** - in accordance with Financial Regulation 6.2, the primary purpose of the WCF is to advance monies to the General Fund to finance expenditures pending receipt of assessed contributions to the budget. The WCF can also be used to finance emergency activities not contemplated in the budget;
- c) the **Special Reserve Account (SRA)** - established by Conference Resolution 27/77 in 1977 and expanded by Conference Resolutions 13/81 and 17/89 and further guidance from Conference in 2005,³⁵ the SRA protects the Programme of Work against the effects of unbudgeted extra costs arising from adverse currency fluctuations and unbudgeted inflationary trends. The SRA can also advance monies on a reimbursement basis to the General Fund.

124. The General and Related Funds presented an overall deficit of USD 837.0 million as at 31 December 2017. The main factors which have contributed to the deficit balance on the General and Related Funds at 31 December 2017 are the unfunded past service liability for the After-service Medical Coverage (ASMC) plan and the Termination Payments Fund (TPF) as determined by the external actuarial valuation, and unbudgeted expenditures since 1998 that have not been matched with funding.

125. As reported in previous biennia, unless significant measures are adopted by the governing bodies to address unfunded liabilities, the accumulated deficit under the General Fund will continue to deteriorate. In addition, FAO continues to remain vulnerable to liquidity shortfalls due to the impact of delays in the timing of payments of major contributors and the Organization's recourse to external commercial borrowing to cover liquidity shortfalls also due to the low levels of the reserves.

Requirements proposed for 2020-21

126. Two requirements are proposed to stabilize the General Fund deficit and address liquidity shortages as summarized below and presented in more detail in *Annex 4*.

127. *After-service Medical Coverage past service liability.* In light of the ongoing review and discussions of this matter by both FAO's administration and the United Nations Common System, it is recommended to continue the approach followed from the 2004-05 biennium to the 2016-17 biennium of partial funding of USD 14.1 million towards the ASMC past service liability as a separate additional assessment for the biennium.

128. *Requirements to address liquidity shortages.* FAO continues to remain vulnerable to the timing of payments of major contributions. The Organization's recourse to external commercial borrowing to cover liquidity shortfalls during 2005, 2006 and 2007 was preceded by the full utilization of the Working Capital Fund (WCF) plus any available balance of the Special Reserve Account (SRA).

129. An increase of the WCF from the currently authorized level of USD 25.7 million to at least one-month's Regular Programme cash flow (USD 45 million) would enable mitigation against potential vulnerability of the Organization with respect to delays in payments of Members Nations. Therefore, it is recommended that there be a one-time assessment on Members of USD 19.2 million to bring the WCF to USD 45 million, to cover one month of current cash outflow and to mitigate the vulnerability of the Organization with respect to potential delays in payments of Members Nations.

³⁵ C 2005/REP paragraph 101

Summary requirements

130. This section provides an overall view of the funding requirements to execute the 2020-21 Programme of Work under all sources of funds; the requirements to tackle the financial health, liquidity situation and reserves; and how the funding requirements for the Programme of Work would impact on future financial commitments of Members.

Funding requirements for the Programme of Work

131. The PWB presents an integrated view of total resource requirements to carry out the Programme of Work, in the form of assessed contributions to fund the net budgetary appropriation, and estimated extrabudgetary resources from voluntary contributions, as summarized in *Table 5*.

132. For the *net budgetary appropriation*, the starting point is the 2018-19 level of USD 1,005.6 million. As explained in *Section A*, the PWB 2020-21 maintains a flat nominal budget, with no change in the level of assessed contributions and net budgetary appropriation compared to 2018-19. This has been possible as a result of reinvesting identified savings to cover increased costs. In particular, savings from increased cost recoveries on extrabudgetary projects (USD 27.8 million) and downgrading of vacant posts (USD 2.1 million) were reinvested to cover estimated cost increases for 2020-21 (USD 19.8 million), the increased cost share to the UN Resident Coordinators system (USD 5.1 million), and other high-priority programmatic and non-programmatic areas (USD 5 million).

133. Therefore, the total proposed net budgetary appropriation level to be funded from assessed contributions in 2020-21 is USD 1,005.6 million, with a *zero percent* increase over the 2018-19 net budgetary appropriation.

134. The level of *extrabudgetary resources* reflects the delivery estimates of voluntary contributions of USD 1,870 million in 2020-21. This comprises estimated voluntary contributions provided by Members and other partners through direct support to the Organization, or through Trust Funds to provide technical and emergency assistance to governments for clearly defined purposes linked to the Programme of Work.

Table 5: Cumulative funding requirements in 2020-21 for the Programme of Work (USD millions)

Programme of Work	Amount
Requirements under the net appropriation work programme	
Budgetary requirements at 2018-19 cost levels	1,005.6
Incremental requirements – Cost Increases	19.8
Incremental requirements – UNRC system	5.1
Priority areas	5.0
Improved cost recovery and other savings	(29.9)
Programme of Work net budgetary appropriation for 2020-21	1,005.6
Percent change in net appropriation	0%
Total requirement under voluntary contributions	1,869.9
Total integrated Programme of Work in 2020-21	2,875.6

Improving financial health, liquidity and reserves

135. The requirements to improve FAO's financial health, liquidity and reserves are summarized as follows:

- a) continue the approach previously followed of partial funding of USD 14.1 million towards the After-service Medical Coverage past liability as a separate additional assessment for the biennium in light of the ongoing discussions on the recurring incremental requirements to address staff-related liabilities; and
- b) one-time assessment on Members of USD 19.2 million to bring the Working Capital Fund to the level of at least one month Regular Programme cash flow (USD 45 million).

Impact on assessments of funding requirement under the programme of work

136. As in past biennia, the assessed contributions in 2020-21 will be based on the biennial net appropriation plus any other agreed funding to restore the financial health of the Organization. The impact on assessments of the net appropriation funding requirement for the Programme of Work is outlined below.

137. In calculating Members' assessed contribution, Financial Regulation 5.2(a) foresees that the resolution on the Budgetary Appropriation should include a deduction for estimated Miscellaneous Income. The Miscellaneous Income estimate for 2020-21 is set at the same level as in 2018-19, USD 5.0 million.

138. The overall 2020-21 funding requirement for the budget funded from assessed contributions after deduction of miscellaneous income amounts to USD 1,000.6 million, representing a zero percent increase in the level of net appropriation assessments compared with the present biennium.

139. Under the split assessment methodology adopted by Conference Resolution 11/2003,³⁶ contributions to the budget shall be assessed partly in US dollars and partly in Euro, in accordance with the estimated expenditures in each of these currencies. The split assessment methodology was put in place to reduce the operational currency risk to the Organization by matching contributions to the two main currencies of expenditure, thereby shielding the Organization from exchange rate fluctuations.

140. Based on past and expected expenditure patterns, the Organization has estimated the expected expenditure in US dollar and Euro for 2020-21 will not change from 2018-19. The Organization receives and spends contributions in these two currencies, using hedging techniques to manage marginal differences and expenditure in non-dollar and non-euro linked currencies.

³⁶ Financial Regulation 5.6 refers.

141. *Table 6* reflects the overall impact on assessments of the proposed 2020-21 budget, compared with the approved US dollar and Euro contributions for 2018-19. It demonstrates that there are no changes in the assessments.

Table 6: Assessed contributions from Members in 2018-19 and 2020-21

Biennium	Funding Level for	USD million at EUR 1=USD 1.22	Assessments due in USD (millions)	Assessments due in Euro (millions)
2018-19	Implementation of Programme of Work funded from assessed contributions	1,005.6	546.4	376.4
	- Less Miscellaneous Income	(5.0)	(5.0)	0
Total Assessments paid by Members in 2018-19		1,000.6	541.4	376.4
2020-21	Implementation of Programme of Work funded from assessed contributions	1,005.6	546.4	376.4
	- Less Miscellaneous Income	(5.0)	(5.0)	0
Total Assessments proposed to Members in 2020-21		1,000.6	541.4	376.4
<i>Percent difference from 2018-19</i>		<i>0%</i>	<i>0%</i>	<i>0%</i>

142. The budget rate of exchange of the 2018-19 biennium, Euro 1 = USD 1.22, has been used in *Table 6* to restate the Euro assessment in US dollars as the functional currency of the Organization,³⁷ and it is proposed to maintain this rate for 2020-21. The level of the budget rate of exchange has no effect on the level of assessed contributions in US dollars and Euros, nor on the operations of the Organization. It only affects the nominal restatement of the Euro portion of the assessments in US dollars to derive the level of the net appropriation stated in US dollars. The use of a constant budget rate of exchange facilitates the comparison of the budgetary appropriations,³⁸ in particular with regards to the PWB 2020-21 proposal that maintains a flat nominal budget.

³⁷ Financial Regulation 3.2 and 11.4 refers.

³⁸ For example, UNESCO has adopted the use of constant or fixed USD to EUR exchange rate since 1996 to facilitate the comparison of the regular budget from one biennium to another.

DRAFT RESOLUTION FOR ADOPTION BY THE CONFERENCE

RESOLUTION _/2019

Draft Budgetary Appropriations 2020-21**THE CONFERENCE,**

Having considered the Director-General's Programme of Work and Budget;

Having considered the proposed total net appropriation of USD 1,005,635,000 for the financial period 2020-21 at the 2018-19 rate of EUR 1 = USD 1.22, which assumes US dollar and Euro expenditure equal to USD 546,399,000 and EUR 376,423,000;

Having considered that the above net appropriation remains equivalent to USD 1,005,635,000 at the same budget rate of EUR 1 = USD 1.22 established for 2020-21 after translation of the EUR portion;

1. **Approves** the Programme of Work proposed by the Director-General for 2020-21 as follows:

a) Appropriations are voted at a rate of EUR 1 = USD 1.22 for the following purposes:

	USD
Chapter 1: Contribute to the eradication of hunger, food insecurity and malnutrition	85,470,000
Chapter 2: Make agriculture, forestry and fisheries more productive and sustainable	199,885,000
Chapter 3: Reduce rural poverty	67,286,000
Chapter 4: Enable more inclusive and efficient agricultural and food systems	107,963,000
Chapter 5: Increase the resilience of livelihoods to threats and crises	54,590,000
Chapter 6: Technical Quality, Statistics and cross-cutting themes (climate change, gender, governance, nutrition)	69,245,000
Chapter 7: Technical Cooperation Programme	140,788,000
Chapter 8: Outreach	74,507,000
Chapter 9: Information Technology	36,687,000
Chapter 10: FAO Governance, Oversight and Direction	64,095,000
Chapter 11: Efficient and Effective Administration	65,206,000
Chapter 12: Contingencies	600,000
Chapter 13: Capital Expenditure	16,892,000
Chapter 14: Security Expenditure	22,421,000
Total Appropriation (Net)	1,005,635,000
Chapter 15: Transfer to Tax Equalization Fund	92,162,000
Total Appropriation (Gross)	1,097,797,000

b) The appropriations (net) voted in paragraph (a) above minus estimated Miscellaneous Income in the amount of USD 5,000,000 shall be financed by assessed contributions from Member Nations of USD 1,000,635,000 to implement the Programme of Work. Such contributions shall be established in US dollars and Euro and shall consist of USD 541,399,000 and EUR 376,423,000. This takes into account a split of 54% US dollars and 46% Euro for the appropriations (net) and of 100% US dollars for Miscellaneous Income.

-
- c) An additional amount of USD xxx shall also be financed by assessed contributions from Member Nations to fund the After-service Medical Coverage (ASMC) past service liability. The contributions shall be established in US dollars and Euro, taking into account a split of 33% US dollars and 67% Euro, and shall therefore amount to USD xxx and EUR yyy.
 - d) The total contributions due from Member Nations to implement the approved Programme of Work and to fund the amortization of ASMC shall amount to USD xxx and EUR yyy. Such contributions due from Member Nations in 2020 and 2021 shall be paid in accordance with the scale of contributions adopted by the Conference at its Forty-First session.
 - e) In establishing the actual amounts of contributions to be paid by individual Member Nations, a further amount shall be charged through the Tax Equalization Fund for any Member Nation that levies taxes on the salaries, emoluments and indemnities received by staff members from FAO and which are reimbursed to the staff members by the Organization. An estimate of USD 7,500,000 has been foreseen for this purpose.
2. **Encourages** Members to provide voluntary contributions to facilitate achievement of the Strategic Objectives and implementation of the integrated Programme of Work under the results framework.

(Adopted on _____ 2019)

Annexes

Annex 1: Programmes and resource allocations 2020-21 – Strategic and Functional Objectives

143. *Annex 1* presents, for each budgetary Chapter (five Strategic Objectives, Objective 6, four Functional Objectives, four Special Chapters), the programme priorities and resource allocations for 2020-21, as follows:

- a) *Strategic Objectives*: context and the strategic programme to achieve the objective, highlighting changes in emphasis compared with the previous biennium.
- b) *Objective 6*: priorities for the biennium for each of the six Outcomes, and how work on statistics and the cross-cutting themes (gender, governance, nutrition, climate change) will be incorporated in each strategic programme.

144. *Chapters 7 to 14* (TCP, Functional Objectives, Special Chapters): the scope of work and priorities for 2020-21.

145. The results frameworks for each budgetary chapter are presented in *Annex 2*.

Strategic Objective 1: Contribute to the eradication of hunger, food insecurity and malnutrition

USD '000			
Organizational Outcome	Net Appropriation	Extrabudgetary	Total
1.1	51,933	115,585	167,517
1.2	14,923	27,925	42,849
1.3	13,951	55,221	69,172
1.4	4,664	1,977	6,641
Total	85,470	200,708	286,178

Emerging issues

146. Strategic Objective 1 focuses on the sustainable eradication of hunger, food insecurity and all forms of malnutrition, including undernourishment, micronutrient deficiencies and problems of overweight, obesity and diet-related non-communicable diseases.

147. The absolute number of undernourished people has increased for three years in a row to nearly 821 million in 2017 and is now back to the levels from almost a decade ago. While the role of conflicts, protracted crises and more recently climate change in the persistence of problems of hunger and food insecurity is well recognized, a new and equally challenging set of nutrition problems rooted in our food systems has rapidly emerged over the last two decades. Overweight, obesity and diet-related chronic diseases are causing a health crisis of epidemic proportions in both developing and developed countries.

148. The World Health Organization (WHO) estimates that nearly 2 billion adults and over 340 million children and adolescents globally were overweight or obese in 2016. There is strong evidence linking changes in diets around the world with the rise in overweight, obesity and non-communicable diseases, including high blood pressure, diabetes, and cancer, among others. Obesity prevalence has risen in almost every country in the world, and is associated with more than a million deaths from type 2 diabetes, and half a million deaths from diabetes-related chronic kidney disease.

149. Various factors in food systems, from primary agricultural production to consumption, drive the global obesity and non-communicable diseases epidemic. Unhealthy diets are a significant contributing factor, including over-consumption of dietary energy, the composition and nutritional quality of the diet, and intake of various chemical contaminants, toxins and antimicrobials present in food and water. There is also a close link between the drivers of climate change, drivers of biodiversity loss and the drivers of obesity and chronic diseases. Research carried out over the last two decades has shown how all these factors not only impact directly on human health, but also affect the human microbiome which is indispensable for digestion and extracting nutrients from food, and forms an instrumental part of the human immune system and other important biological systems.

150. Addressing the root causes of hunger, food insecurity and malnutrition requires that a number of elements be in place, including: political commitment; common understanding of problems and solutions based on scientific evidence and sound data, information and analysis; inclusive governance mechanisms and stakeholder coordination; a coherent framework of policies, programmes and investments; ensuring food and agricultural systems include explicit nutritional objectives also through sectoral policies, programmes and plans; addressing the gender gap. These elements constitute the pillars of the SO1 programme.

Strategic Programme for the eradication of hunger, food insecurity and malnutrition (SP1)

151. The focus of the Strategic Programme (SP1) is on building an enabling environment for the eradication of not only hunger, food insecurity and undernourishment, but also addressing problems related to nutritionally imbalanced diets, unsafe food and excess dietary energy intake. This requires strong political commitment at the highest level of government. Commitment from relevant development partners and other decision-makers and food system actors is important in order to provide all consumers, and in particular the poor and vulnerable, access to a nutritionally adequate and healthy diet.

152. Besides the need to work with relevant government ministries, there is also need for food security governance mechanisms to include legislators, the judiciary and non-state actors, including civil society organizations, private sector, consumer organizations, the scientific community, academia, think-tanks, etc. In this context, FAO works in partnership with governments and other development actors at global, regional and national levels, including Rome-based and other UN agencies in order to develop the policy and institutional environment and the capacities needed to sustainably eradicate hunger, food insecurity and malnutrition.

153. Through SP1, FAO will support governments and non-state actors to work in a coordinated and focused manner in order to address the immediate and underlying causes that keep the hungry, food insecure and malnourished trapped in a vicious cycle of chronic deprivation (SDG 2 targets 2.1, 2.2) and support the adoption of healthy diets through the promotion of changes in food systems and consumer behaviour based on sound scientific evidence (SDG 3 target 3.4).

Change in emphasis from prior biennium

154. Accelerating progress towards the SDGs largely depends on stronger political commitment and explicit focus on the contribution of food systems, from primary agricultural production to consumption, to fighting all forms of malnutrition, extreme poverty and inequality while managing natural resources more sustainably.

155. What is more, the realization of SDG 2 alone will require, beyond mobilizing additional investments estimated by FAO at USD 265 billion per year, also a much better use of limited public sector budgets and ODA³⁹ with an explicit focus on investing in actions and measures that accelerate and deepen impact on nutrition. The 2018 Global Nutrition Report shows that currently less than 1% of ODA goes to undernutrition, and less than 0.01% goes to overweight and obesity.

156. The bulk of the additional investments – USD 140 billion – concern sustainable and nutrition-sensitive agriculture and rural development. A main focus for FAO in helping countries achieve SDG 2 and the relevant targets under SDG 3 will be on creating a clearer common understanding of the agricultural and food systems drivers of the various forms of malnutrition, including obesity and diet-related chronic diseases.

157. Building on the series of regional symposia on sustainable food systems for healthy diets held in 2017, co-organized with the World Health Organization, World Food Programme, United Nations Children's Fund, and the World Bank, among others, FAO will enhance the evidence base on the contribution of agriculture and food systems, as one of the drivers of obesity and diet-related chronic diseases. In partnership with academia and leading research institutes, FAO will also leverage opportunities provided by research and innovation in the wider context of bio-economy and microbiology in preventing obesity and chronic diseases. SP1, in collaboration with SP4, will also increase its focus on mobilizing increased and better-focused investment and leveraging key partnerships among the private sector, consumer organizations and governments to address key drivers in agriculture and food systems.

³⁹ Official development assistance (ODA)

Strategic Objective 2: Make agriculture, forestry and fisheries more productive and sustainable

USD '000			
Organizational Outcome	Net Appropriation	Extrabudgetary	Total
2.1	76,035	262,748	338,784
2.2	28,888	88,352	117,240
2.3	39,138	58,930	98,068
2.4	55,824	82,998	138,821
Total	199,885	493,028	692,913

Emerging issues

158. The main focus of Strategic Objective 2 remains making agriculture, forestry and fisheries more productive, sustainable and resilient in a scenario of climate change, intensified natural hazards, environmental degradation and increased competition for natural resources.

159. The latest IPCC⁴⁰ report indicates that global warming is likely to reach 1.5 degrees between 2030 and 2052 and highlights that disadvantaged and vulnerable people and local communities, who are dependent on agricultural or coastal livelihoods, are at disproportionately higher risk of adverse consequences.

160. The world population is expected to reach almost 10 billion people by 2050, boosting agricultural demand – in a scenario of modest economic growth – by some 50 percent compared to 2013, with major regional differences. Furthermore, rapidly increasing urbanization is affecting food systems from production to consumption; continued growth of urban populations and expansion of existing and new cities means changing consumption patterns with implications on land use and the sustainability of supply chains. Income growth in low- and middle-income countries is expected to hasten a dietary transition towards higher consumption of meat, fruits and vegetables relative to cereals, thus requiring commensurate shifts in output and leading to additional pressure on natural resources.

161. High-input, resource-intensive agriculture production systems have raised productivity, often causing water scarcity and pollution, soil and land degradation, and contributing to significant levels of greenhouse gas emissions. The needed acceleration in productivity growth has also been accompanied by loss of biodiversity, increased antimicrobial resistance of plant and animal pests and pathogens, and fast spread of transboundary pests and diseases to new geographical areas.

Strategic Programme to make agriculture, forestry and fisheries more productive and sustainable (SP2)

162. With the objective of tackling these challenges, FAO's support to countries will increase its focus on integrated policy support, cross-sectoral policy dialogues, capacity building and strengthened collaborative multi-stakeholder partnerships. Enhanced support will be provided to smallholders, foresters, fisherfolk and family farmers in adopting and scaling-up productive and sustainable practices, particularly by promoting their access to resources, investment, technology and agricultural innovations. FAO is promoting the adoption of integrated, participatory approaches to national development strategies to harmonize sectoral policies and ensure policy coherence, taking into account national priorities and capacity to contribute to the 2030 Agenda and the implementation of the SDGs.

163. SP2 will continue to focus on sustainably increasing production and productivity, addressing climate change and environmental degradation in agriculture, forestry and fisheries, while further

⁴⁰ Intergovernmental Panel on Climate Change (IPCC)

increasing efforts to mainstream nutrition and gender equity in all aspects of agriculture and food systems, through:

- a) supporting producers as key partners to become agents of change and innovators, enabling them to achieve higher production and productivity in a sustainable manner while considering trade-offs and synergies;
- b) supporting governments to develop conducive policies, investment plans, programmes and governance mechanisms on sustainable agriculture, forestry and fisheries;
- c) supporting governments to strengthen policy implementation, including through international and regional instruments relevant to sustainable agriculture, forestry and fisheries; and
- d) promoting the use of knowledge and information for evidence-based decision-making, including support to countries to monitor the SDGs.

164. SP2 is driven by the five principles for sustainable food and agriculture (SFA) which balance the social, economic and environmental dimensions of sustainability: (i) improving resource use efficiency through multi-prong production systems that simultaneously perform ecological, economic and social functions; (ii) managing natural resources and ecosystems sustainably; (iii) protecting and improving rural livelihoods and social wellbeing; (iv) enhancing the resilience of people, communities and ecosystems; and (v) promoting innovative, effective and responsible governance of both natural and human systems.

165. Through SP2, FAO will work with countries to achieve targets under SDGs 2, 6, 13, 14 and 15, explicitly identified through 12 indicators at the Strategic Objective level and 4 indicators at Outcome level that measure productivity, environmental degradation, climate change, and conservation of genetic resources. In particular, FAO will take advantage of the recent approval of SDG indicators 2.3.1, 2.3.2 and 2.4.1 to work with countries in implementing policies and measuring progress towards more sustainable, productive and inclusive agriculture. This work will be carried out in partnership with governments and other key stakeholders, including the private sector, in order to accelerate implementation and achieve greater impact in countries.

Change in emphasis from prior biennium

166. SP2 will have a sharper focus in five main areas:

- a) intensifying support to countries in transforming food and agriculture production to achieve the SDGs, and mainstreaming the 2030 Agenda in sectoral and cross-sectoral policies and plans. The 20 interconnected actions proposed by FAO will be used to implement SFA and related SDGs at country level, innovations and innovative approaches that promote the adoption of sustainable and resilient practices will be particularly emphasized, with special attention to the continuity of actions and scaling-up results;
- b) enhancing the implementation of the climate change strategy and mobilization of financial resources, as well as strengthening FAO's work in GIAHS⁴¹ and in innovative and integrated approaches for transforming food and agriculture production systems, including climate smart agriculture, agroecology, sustainable intensification and biotechnologies. Special attention will be given to revitalizing rural areas for youth engagement and to the scaling-up initiative on agroecology, in collaboration with other UN agencies;
- c) developing and implementing a strategy for biodiversity mainstreaming across agricultural sectors, and supporting compilation and scaling-up of good practices on biodiversity management in a participatory manner, and promoting local knowledge, markets and value chain development for seeds/planting materials of minor and underutilized crops species;
- d) intensifying efforts to ensure that nutrition and related issues (undernutrition, micronutrient deficiencies and obesity) are systematically considered throughout SO2 projects/programmes, with a specific emphasis on gender. This will include support to the upcoming International

⁴¹ Globally Important Agricultural Heritage Systems (GIAHS)

Year on Fruits and Vegetables (2021) and Millets (2023), with the start of the Decade of Family Farming in 2019 and the ongoing Decade of Nutrition;

- e) establishing, or strengthening, dedicated knowledge platforms to consolidate and share best technologies, innovations and approaches, and results achieved in promoting sustainable food and agriculture, as well as strengthening the evidence base on the performance and potential of these practices.

Strategic Objective 3: Reduce rural poverty

USD '000			
Organizational Outcome	Net Appropriation	Extrabudgetary	Total
3.1	30,529	83,969	114,497
3.2	16,015	14,427	30,441
3.3	11,063	4,561	15,624
3.4	9,679	1,868	11,547
Total	67,286	104,824	172,110

Emerging issues

167. About 10 percent of the global population live in extreme poverty, 80 percent of them in rural areas. There is growing awareness and acceptance of the importance of both the agricultural and environmental sectors for the livelihoods of the rural extreme poor and need for the two sectors to be further recognized and better integrated in global and national strategies for reaching SDG 1 and SDG 2. There is also an increasing recognition that, while support to smallholders and family farmers is critical, it alone will not be sufficient to reach the poorest of the poor given their low asset endowments and other constraints.

168. Poverty is often cast as a problem of low-income countries, yet over half of the extreme poor live in lower middle-income countries, with five countries (Bangladesh, India, Indonesia, Nigeria and Pakistan) hosting the bulk of the extreme poor. Nonetheless, over 300 million of the extreme poor continue to live in low-income countries, with the highest numbers found in sub-Saharan Africa.

169. New evidence⁴² signals a rise in world hunger and a reversal of trends after a prolonged decline. Conflict and climate change are making poverty reduction more challenging and threaten to reverse progress made so far. Even as global extreme poverty rates decline, those left behind will be increasingly concentrated in contexts of institutional fragility and conflict, mostly in sub-Saharan Africa and in areas affected by climate change. Climate change related events disproportionately affect rural communities living in poverty and extreme poverty, given their heavy reliance on agricultural incomes and natural resources for their livelihoods – and because of poverty, their limited resilience in confronting and managing shocks.

170. In this context, integrating 40 million new young entrants into the labour market every year is one of the biggest global development challenges for the decades to come. International migration has increased by over 60 percent over the past 25 years and is receiving increased global attention, with the Global Compact for Migration adopted in 2018 and a Global Compact for Refugees under negotiation. The new FAO Migration Framework will guide the Organization's work at global, regional and country level, also serving as a basis for collaborating with development partners.

171. Eliminating child labour (SDG 8) is vital to achieving zero hunger and poverty reduction (SDGs 1 and 2). Based on 2017 ILO⁴³ Global Estimates, 70 percent of the 168 million children engaged in child labour are found in the agriculture sector – largely performing unpaid family labour – with Africa having the highest concentration (85 percent). Further, the share of children in agriculture has risen from 59 percent in 2012 to 71 percent in 2016.

⁴² SOFI 2018

⁴³ International Labour Organization (ILO)

Strategic Programme to reduce rural poverty (SP3)

172. The approach of SP3 considers the diverse spectrum of households living in rural poverty, as well as the characteristics of their territories, and proposes differentiated strategies to support the livelihoods and empowerment of rural extreme and moderate poor, addressing their vulnerabilities to help them cope with climatic shocks and ongoing structural transformation. A stylized typology of rural households and individuals, in both low-income and middle-income countries, organized around household composition, access to assets and natural resources and productive potential, as well as other aspects of social inclusion and empowerment is used to develop context-specific approaches. This approach allows to identify context-specific pathways out of poverty that consider a number of factors such as geographic location and market dynamism (peri-urban, intermediate, hinterland), agroclimatic conditions, access to natural resources, technology and information, existence of rural infrastructure, institutional frameworks, household characteristics (gender, ethnicity, dependency ratio), the propensity of human-made and natural disasters, and the political economy.

173. Evidence has shown that in low-income countries in particular, investing in the agricultural sector - and especially in small-scale agriculture (crop, fisheries, livestock, forestry) - is more poverty-reducing than investment in other sectors, as it offers the most direct route of raising returns to land and labour, the main assets of the rural poor. Investing in agriculture, however, is not enough to achieve rural poverty reduction. For the rural extreme poor, a focus on the environmental sector, particularly in supporting the sustainable management of resources and governance of tenure, will be strategic. Given the multiple pathways out of poverty, SP3 supports the development of a broad, multi-sectoral approach with differentiated strategies that take into account the role that agriculture, environment and other sectors play in development. Policies should foster inclusive structural and rural transformation and economic growth, enabling the poor (including family farmers and smallholders, but also forest dwellers, fishers and pastoralists) to actively participate in, and significantly benefit from economic activity, including in the context of migration.

174. Social protection plays a fundamental role in reducing vulnerability by helping rural households manage risks and shocks, while enhancing their economic and productive potential. In addition to providing immediate assistance to those living in extreme poverty and hunger, social assistance programmes facilitate economic inclusion, helping the poor transition into jobs and income generating opportunities, addressing market failures, including insurance and credit constraints (e.g. through cash and asset transfers and subsidies). Social protection also has a strategic role in helping poor rural households cope with climate and conflict-related risks, and diversify their sources of income. SP3 supports the expansion and adequate coverage of social protection to rural areas, enhancing the economic capacity of the poorest by promoting social protection participation in broader economic inclusions processes, including in the context of conflict, migration and climate change.

175. Indigenous peoples and marginalized communities, often among the poorest of the poor, will require special consideration in terms of formulating policies that specifically address the challenges they face, incorporate their world view, and protect and promote their participation and consent in policies and regulations. Achieving gender equality remains a prominent focus, with a large span of activities addressing gender-based barriers to escaping rural poverty in agriculture and the rural sector more broadly, including through innovation and equal access to services, employment opportunities and social protection, and stronger role for women in decision-making.

176. The scope of what is needed goes well beyond FAO's mandate and capacity. Partnerships with international financial institutions such as the World Bank, the regional development banks and IFAD,⁴⁴ as well as strengthened joint work with other UN organizations including UNDP, WFP, UN Women, ILO, IOM and UNICEF, is fundamental to achieving impact at scale. FAO will also need to increase its capacity, and that of its partners, to better understand rural poverty (particularly rural extreme poverty) and enhance the use of poverty analysis and adequate approaches for better focusing its work to the poorest.

⁴⁴ International Fund for Agricultural Development (IFAD)

177. Through SP3, FAO will work with governments, regional organizations, civil society organizations, private sector and other development partners in order to contribute to building an enabling environment addressing rural extreme and moderate poverty, access to productive resources, as well as supporting countries to formulate, evaluate and scale-up pro-poor multi-sectoral policies and strategies, including social protection (SDGs 1, 2, 10 and 14), decent employment with a focus on youth (SDG 8), and gender equality (SDG5).

Change in emphasis from prior biennium

178. FAO continues to support policies and programmes allowing rural households involved in agriculture to make appropriate decisions about their future and well-being. Three FAO Regional Initiatives focus on family farmers, bringing together expertise on land use, collective action, agricultural innovation, access to services, diversification opportunities and social protection. These initiatives and the experience gained from them will represent FAO's key contributions to the upcoming UN Decade of Family Farming.

179. FAO will increase emphasis on reaching the poorest of the poor, particularly indigenous peoples, as well as other marginalized groups, and protecting their rights. The Organization's new Framework on Eliminating Extreme Poverty will help promote intensified efforts to address persistent barriers to poverty reduction, including gender and age differences in the access and ownership of productive assets, as well as decision-making, within the household. Given its importance to landless and more marginalized populations, due attention will be given to generating wage employment.

180. Leveraging the growing demand for agricultural products and recent innovations in technologies and the agribusiness sector, FAO will scale-up its support to decent employment generation in both agriculture and non-agricultural sectors, with a particular focus on women and youth, leveraging a territorial approach to revitalize rural areas, reinforce rural-urban linkages and reduce the generational gap. In support of the implementation of the Global Compact on Migration, FAO will strengthen its policy support and capacity development to regions and countries on rural youth migration, remittances and rural livelihoods. FAO will increase focus on responsible and youth-inclusive investments, improvement of the enabling business environment, relevant skills development and promotion of green jobs. FAO will also strengthen efforts to integrate child labour into national agricultural policies, and stress the issue at the household level, particularly in Africa.

181. To address conflict and climate-related challenges, FAO's work on rural poverty reduction will further strengthen the link with resilience building, in the context of the humanitarian-development nexus, to build more long-term solutions to poverty reduction in conflict and climate shock contexts and foster institution building. By working to better understand the linkages and inter-relationships of poverty and climate change, including the sustainable management of natural resources, FAO aims to better recognize and manage trade-offs and embrace the "do no harm" principle in its interventions.

182. In terms of social protection, FAO will continue to focus on expansion of coverage (assistance and insurance), economic inclusion and bridging the humanitarian-development nexus. Within the context of promoting economic inclusion, SP3 will support the progressive move of the poor from protection, to production, to sustainable practices – thereby supporting not only their income-generating capacity, but also their contribution to sustainable agriculture, social cohesion and climate risk management.

183. South-South and Triangular cooperation will be promoted through knowledge exchange on successful country experiences with poverty reduction and by promoting capacity development programmes to enhance countries' capacities to address rural poverty reduction towards SDG 1 and SDG 2.

Strategic Objective 4: Enable more inclusive and efficient agricultural and food systems

USD '000			
Organizational Outcome	Net Appropriation	Extrabudgetary	Total
4.1	39,768	33,174	72,942
4.2	32,239	55,011	87,250
4.3	14,202	35,891	50,093
4.4	21,754	34,781	56,535
Total	107,963	158,856	266,819

Emerging issues

184. Developments in agricultural and food systems are increasingly recognized as determining the extent to which the majority of the SDGs will be achieved. Challenged to promote more responsible consumption and production, countries are being forced to make increasingly stark and urgent trade-offs and to implement innovative technological and institutional solutions to facilitate more sustainable food system development. This has to be done while ensuring that sufficient quantities of nutritious, affordable and culturally appropriate food is available to all, creating growth and employment opportunities for vulnerable groups, and reducing pressures on the natural resource environment.

185. As countries accelerate their actions in the implementation of the 2030 Agenda, a number of key developments affecting the sustainability of food systems have become more visible. Population and income growth are projected to create a significant increase in the global demand for food, but this increased demand will be uneven across countries and regions, often compounded by increased rates of urbanization which could see an additional 2.4 billion people living in towns and cities by 2050. These trends are influencing change patterns of demand towards more resource intensive and perishable food products, with associated pressures on the natural resource base and the environment. Concomitantly, the impacts of climate change, with growing incidence of extreme weather events, are expected to have a disproportionately negative impact on production in those countries where food demand is projected to grow most strongly.

186. Changing patterns of demand and supply create both opportunities and threats. Growing regional food deficits mean that an increase in the international trade of agricultural and food products and in the expanded role of global value chains is inevitable. To ensure that exporters can benefit from the opportunities to deliver safe food while not inadvertently contributing to the increased incidence of overweight and obesity, exacerbating the incidence of transboundary plant and animal pests and diseases, or undermining viable opportunities for agro-industrial development and associated employment creation in importing countries, the governance of food trade will need to be strengthened. Growing domestic demand for fresh, locally produced food also creates viable opportunities for domestic suppliers, stimulating employment creation in agrifood and associated industries and providing countries with more control over their national food security and nutritional status. However, this will necessitate that an adequate enabling environment be put in place and greater coordination of action in order to capacitate local value chain actors to compete with food imports.

Strategic Programme for enabling more inclusive and efficient agricultural and food systems (SP4)

187. SP4's programme of work continues to build on the premise that achieving the multiple objectives associated with sustainable agricultural and food systems⁴⁵ requires integrated and coherent policy and institutional solutions based on holistic analyses that identify, prioritize and address critical constraints, and which are implemented through the coordinated efforts of the various stakeholders involved in these systems. These include a broad range of private sector actors, the public sector, civil society organizations, regional economic community organizations and platforms, and international organizations.

188. Increased coherence in the approach to agricultural and food systems development will be achieved at, and between, different levels of governance – global and regional, national and subnational, and value chain specific. At the global and regional level, SP4 supports the formulation and adoption of international food safety, animal health and plant health standards; multilateral and regional trade agreements and voluntary guidelines, including *inter alia* the Principles for Responsible Investment in Agriculture and Food Systems, the OECD-FAO Guidance for Responsible Agricultural Supply Chains, the CFS Guidelines on Food Systems and Nutrition and the Codes of Conduct on Food Loss and Food Waste. Together, such instruments contribute to strengthening the international governance of agricultural and food systems (Outcome 1), providing the frameworks for countries to design and implement national policies, standards, regulations and mechanisms affecting these systems (Outcome 2).

189. At the national and subnational level, SP4 supports better alignment of public sector policies and strategies to assist improved design and implementation of coherent interventions supportive of agro-industry development and urban food system development. Robust assessments will be used to assist national and decentralized governmental bodies in making trade-offs and in prioritizing changes to institutions and governance structures supportive of sustainable food systems (Outcome 2). At the level of the value chain, FAO will strengthen technical and managerial capacities and support increased mobilization of investments (Outcome 3). Support at each level will be underpinned by improved data and evidence (Outcome 4).

190. The nature of agricultural and food systems, involving multiple individuals, institutions and enterprises and the linkages between them, necessitates partnerships at different levels. In shaping the international regulatory frameworks and agreements that guide national policy, established partnerships with international organizations, including WHO, WTO, and UN Environment, and relevant regional bodies, will be further strengthened in supporting countries' effective participation in standard setting and in the formulation and implementation of trade agreements and voluntary guidelines.

191. At the country level, multi-stakeholder partnerships and platforms involving the public sector (working with multiple ministries, including trade and commerce, industry, and health in addition to the traditional counterparts of agriculture, forestry and fisheries), the domestic and transnational private sector, producer organizations comprising small-scale and family producers, and associated chambers of commerce, consumers and civil society organizations will be encouraged and supported. Partnership with the World Bank and other international financial institutions will be further developed in the mobilization of public and private sector investment in agricultural and food systems development, particularly in the design and implementation of mechanisms that blend public with private sources of funding. South-South and Triangular Cooperation will be leveraged in the transfer of knowledge and experience on good practices.

192. Partnerships with the private sector are important to ensure coordinated investments in agricultural and food system development, particularly those required to facilitate the access of small-scale producers and processors to local, national and international markets. FAO will strengthen these partnerships to support the achievement of identified outcomes, including for example, through

⁴⁵ Sustainable food systems are defined as those that deliver food and nutrition security for all in such a way that the economic, societal and natural resource bases to generate food security and nutrition for future generations is not compromised.

implementing and supporting industry association platforms, facilitating better dialogue on policy development and implementation, informing the design of public–private partnerships in the provision of market infrastructure and better oriented research and development, and by creating innovative public and private systems for the provision of finance.

193. Attention will continue to be given to ensuring that all elements of sustainability reflected in FAO’s cross-cutting themes are reflected in the Organization’s support to countries. Social inclusiveness (including family farmers, small-scale actors, youth and indigenous peoples), gender equality and women’s economic empowerment will be supported by providing women and men with equal opportunities to benefit from higher levels of efficiency and competitiveness along the agrifood value chains and in food systems more broadly. Countries will be supported in better understanding the relationship between food systems development on the one hand, and climate change and natural resource use on the other, particularly with respect to trade and market opportunities in agricultural and food products. The implications of food system developments on the nutritional quality of diets remain central, for example through better understanding the relationship between trade and nutrition. The work of SP4 will contribute directly to targets under SDGs 2, 8, 9, 10, 11, 12, 14 and 17.

Change in emphasis from prior biennium

194. The recommendations of the 2018 Technical Committees and Regional Conferences reiterated *inter alia* the importance of intra-regional trade, youth employment, transboundary pests and diseases, antimicrobial resistance, scientific support to international standard setting bodies, addressing the unique food security and nutrition challenges faced by small island developing states, reductions in food loss and waste and sustainable urban food system development. Reflecting these recommendations, and cognizant of the emerging trends and challenges to food system development and the recommendations of the 2017 Evaluation of SO4,⁴⁶ FAO will support countries in adopting sustainable food systems approaches, through the implementation of a series of programmatic initiatives.

195. These integrated initiatives, designed to address elements of each of the SO4 Outcomes, will support increased coherence and coordination of actions at the international, national, subnational and value chain levels. The initiatives are designed to target specific food system challenges, including enhanced trade and agribusiness; urban food systems development; youth employment through value chain development; food loss and waste; and using a One-Health approach to address transboundary animal pests and diseases and the growing threat of AMR. At the country level, these initiatives will be brought under a programmatic umbrella of the relevant national developmental frameworks that reflect the specific situations and needs of countries and their commitment to achieving the SDGs and climate-change NDCs.⁴⁷

196. Recognizing that multi-stakeholder action will be required to deliver these initiatives, FAO will continue to develop inter-agency collaboration with UN Environment, UNIDO, ITC, WTO, UNCTAD, AfDB⁴⁸ and the RBAs. FAO will also seek to foster greater private sector engagement and investment, as well as to further increase its support to platforms including the One Planet Network (10YFP) Sustainable Food Systems (SFS) Programme in order to strengthen coherence in approaches to sustainable food system development at the global, regional, national and value chain levels.

⁴⁶ PC 122/3; PC 122/3 Sup.1

⁴⁷ Nationally Determined Contributions (NDCs)

⁴⁸ United Nations Industrial Development Organization (UNIDO), International Trade Centre (ITC), World Trade Organization (WTO), United Nations Conference on Trade and Development (UNCTAD), African Development Bank (AfDB)

Strategic Objective 5: Increase the resilience of livelihoods to threats and crises

USD '000			
Organizational Outcome	Net Appropriation	Extrabudgetary	Total
5.1	16,811	26,196	43,007
5.2	12,588	41,273	53,861
5.3	17,949	242,792	260,740
5.4	7,242	565,505	572,747
Total	54,590	875,765	930,354

Emerging issues

197. People and livelihoods around the world are increasingly exposed to large-scale covariate shocks and crises.⁴⁹ Worldwide, 75 percent of poor and food insecure people rely on agriculture and renewable natural resources for their living and wellbeing. They are usually the hardest hit by disasters, crises and conflicts, especially in protracted crisis situations.

198. The number of undernourished people is estimated to have increased to over 800 million⁵⁰ and around 124 million people in 51 countries⁵¹ face crisis level food insecurity or worse. The main drivers of food insecurity – conflict and insecurity, displacement and climate shocks – along with outbreaks of diseases and limited access to basic health, drinking water and sanitation services have created a severe malnutrition situation in many countries.

199. The cumulative effect of changes in climate is undermining all dimensions of food security – food availability, access, utilization and stability. Solutions require increased partnerships and multi-year, large-scale funding of integrated disaster risk reduction and management and climate change adaptation programmes that are short-, medium- and long-term in scope.

200. Exacerbated by climate-related shocks, conflict is a key driver of situations of severe food crisis in particular where these are prolonged and institutional capacities are weak. The Security Council has recognized⁵² the impact of armed conflict on hunger, notably through the forcible displacement of people from, and denial of access to, arable land, livestock grazing areas, and fishing grounds, as well as the destruction of food stocks and agricultural assets, and the disruption of food markets. Addressing food insecurity and malnutrition in conflict-affected situations requires conflict-sensitive approaches that align actions for immediate humanitarian assistance, long-term development and sustaining peace.

201. The signs of increasing food insecurity are a clear warning of the urgent need for considerable additional work along and across the humanitarian-development-peace nexus to ensure we “leave no one behind” in achieving the SDG goals on food security and nutrition.

Strategic Programme to increase resilience of livelihoods to threats and crises (SP5)

202. FAO’s Strategic Programme on resilience includes the following four essential elements, in line with the draft “UN Common Guidance on Resilience”: (a) agricultural livelihoods and related food systems; (b) multidimensional risks and context, including the threats, vulnerabilities, capacities and risk drivers, that have the potential to disrupt society or a given system; (c) essential capacities to anticipate, prevent, absorb, adapt and transform agricultural livelihoods and food systems ahead of

⁴⁹ These shocks and crises include droughts, floods, earthquakes, pest and disease epidemics, market shocks and conflict and displacements in complex and protracted crises.

⁵⁰ The State of Food Security and Nutrition in the World (SOFI) 2018

⁵¹ Global Report on Food Crises 2018

⁵² S/RES/2417 (2018)

shocks; (d) a multi-stakeholder and people-centred approach to pursue resilience-building across multiple risks, sectors and systems.

203. SP5's theory of change flows through *Stability* (supporting absorptive capacity), *Flexibility* (assisting adaptive capacity) and *Change* (helping transformative capacity). The thrust of SP5 is that resilience is achieved as a result of the three combined capacities – absorptive, adaptive and transformative - each leading to a different outcome: persistence, incremental adjustment and/or transformational responses.

204. SP5 will further reinforce complementarities and synergies with the other Strategic Programmes and with key technical, operational and resource partners, especially on resilience in the context of sustainable food security and nutrition policies and enabling environments; risk resilient, climate smart and sustainable agro-food-ecosystems; shock-responsive social protection and rural employment; contributions to sustaining peace and stability; and resilience of viable food value chains.

205. Key Partnerships with other actors will continue to be pursued and enhanced, including with: (a) UN Environment through the UN Climate Resilience Initiative (A2R)⁵³ to support most climate vulnerable countries and communities; (b) WFP through regular briefs to the UN Security Council on the food security situation of countries in crisis; and (c) the EU through the Global Network against Food Crisis. In addition, FAO has strategically partnered with Interpeace to improve capacities in this regard, and will continue close engagement and collaboration at interagency level, with the Inter-agency Standing Committee (IASC) on humanitarian affairs and the UNDG/ECHA⁵⁴ mechanisms, among others.

206. FAO's resilience work contributes directly to targets under SDGs 1, 2, 11, 13, 15 and 16 through the set of SDG indicators incorporated as part of the SO5 results framework.

Change in emphasis from prior biennium

207. For the biennium 2020-21, SP5 will organize its work along seven thematic workstreams to better respond to identified gaps in vulnerability interventions and to demands from countries and communities, as follows:

- i. *Disaster risk reduction and climate resilience* - specific emphasis on supporting countries in the translation of global agenda targets into concrete action combining policy and practices at institutional and farm levels, while ensuring coherence between global-regional-national and subnational levels.
- ii. *EMPRES / One Health* - the Emergency Prevention System (EMPRES), framed in the "One Health" multidisciplinary and holistic approach, addresses prevention and early warning across the entire food chain, including preparedness and timely reaction, coordination and communication, and capacity development.
- iii. *Contributing to sustaining peace* - priority support will be given to a more coherent and transformative approach to contributing to sustaining peace, including enhanced operational knowledge and abilities to develop and strengthen conflict-sensitive and peacebuilding-focused programmes in contexts of protracted crises, fragility and forced displacement.
- iv. *Disaster and crisis damage and loss* – through the systematic assessment and monitoring of loss and damages in agriculture, including understanding the risks from disasters, crises and conflicts, to develop policies and investments in prevention, impact mitigation, and sustaining peace measures.
- v. *Risk and food security information systems* – to support and coordinate the global and country level uptakes of the analyses for decision-making relating to key food security issues.

⁵³ Climate Resilience Initiative: Anticipate, Absorb and Reshape (A2R)

⁵⁴ United Nations Development Group (UNDG) / Executive Committee on Humanitarian Affairs (ECHA)

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- vi. *Risk informed and shock responsive social protection* – to enhance the operational knowledge and expertise to develop and strengthen risk-informed and shock-responsive social protection programmes in contexts of protracted crises, fragility and forced displacements.
 - vii. *Pastoralism resilience* – to address the increased intensity and frequency of shocks, mainly climate-related, but also conflict and transboundary animal diseases, which has increased poverty and vulnerability of affected pastoralist households and progressively eroded their resilience to future shocks through a programmatic approach with short-term emergency response.

Objective 6: Technical quality, statistics and cross-cutting themes (climate change, gender, governance, nutrition)

USD '000			
Organizational Outcome	Net Appropriation	Extrabudgetary	Total
6.1	39,327	821	40,148
6.2	9,279	17,479	26,759
6.3	3,528	1,186	4,714
6.4	1,693	0	1,693
6.5	3,254	142	3,395
6.6	2,165	0	2,165
6.9	10,000	0	10,000
Total	69,245	19,628	88,873

208. Objective 6 ensures and measures the delivery of FAO's technical quality, knowledge and services; the quality and integrity of statistics produced by FAO; and the provision of quality services to the Strategic Programmes for work on gender, governance, nutrition and climate change. The results framework for Objective 6 reflects expected improvements measured by key performance indicators for six Outcomes, each led by a senior manager: technical leadership (Deputy Director-General, Climate and Natural Resources); statistics (Chief Statistician); gender (Director, ESP); governance (Assistant Director-General, ES); nutrition (Director, ESN); and climate change (Director, CBC).

Quality and integrity of the technical and normative work of the Organization (Outcome 6.1)

209. The quality and integrity of the technical and normative work of the Organization is essential for effective implementation of the Strategic Framework. This Outcome is achieved through technical leadership and quality control by technical divisions and departments; corporate technical networks across headquarters and decentralized locations; delivery of technical expertise to the Strategic Programmes and corporate technical activities; policy and technical dialogue at global and regional level; capacity to respond to emerging issues, including through a Multidisciplinary Fund; advances on fundamental challenges in the main disciplines through the Technical Committees; and preparation of high-quality corporate flagship publications.

210. During 2020-21 priority will be given to:

- a) building a stronger narrative, supported by evidence, on the pathways through which the normative and standard setting work of the Organization contributes to advance the Sustainable Development Goals;
- b) expanding the systematic peer review beyond the FAO flagship publications to other key knowledge products;
- c) strategic positioning of the agriculture sectors through the contribution of FAO governing bodies to the monitoring, follow-up and review process of the 2030 Agenda and the strengthening of the policy focus of the Technical Committees.

Quality and use of FAO statistics to support evidence-based decision making (Outcome 6.2)

211. High-quality statistics are essential for designing and targeting policies to reduce hunger, malnutrition and rural poverty and to promote the sustainable use of natural resources. This Outcome is achieved by the development of new international statistical methods and standards; the collection, processing, and global dissemination of internationally comparable country data; and the strengthening of national statistical institutions in collecting, analysing, disseminating and using food and agricultural statistics for monitoring SDG achievements and informing policy and investment decisions at country level.

212. During 2020-21 priority will be given to:

- a) improving international classifications and methodological frameworks for the statistical capture of activities in the food and agriculture sector and developing new corporate statistical standards;
- b) implementing an open data policy at corporate level;
- c) leading FAO's role as custodian agency for 21 SDG indicators; coordinating the data collection and global reporting on SDG indicators; and coordinating FAO's technical support to countries for the production of these indicators on the basis of internationally agreed methodologies and recommended data disaggregation techniques;
- d) supporting national statistical institutions in the adoption of internationally recognized definitions, concepts and classifications, and strengthening their capacity to develop SDG-compliant national statistical master plans;
- e) improving the analytical skills of statisticians and the statistical literacy of users with the aim of strengthening the links between statistics and decision-making.

213. Outcome 6.2 and corporate statistical products will also contribute to each Strategic Programme as highlighted below.

SP1: Provide data and analysis on all forms of food insecurity and malnutrition and support the new areas of focus for *The State of Food Security and Nutrition in the World* (SOFI); data on diets, disaggregated by gender; data integration in support of the monitoring of comprehensive cross-sectoral policies; and support to countries in producing food security indicators and in conducting national food security assessments on a regular basis.

SP2: Strengthen and disseminate data on national agricultural sustainability; support countries by providing high-quality data and analysis related to agriculture, land use, land use change, fisheries and forestry; and leverage growing partnerships with academia and the private sector for expanded data analysis and communication relevant to countries.

SP3: Strengthen data and measurement methodologies on rural poverty and decent employment in association with family farming and smallholders; support the development of a database on migration; develop sex- and age-disaggregated data on different sources on rural income and support data integration to monitor pro-poor multisector policies; and scale-up the rural livelihood monitor by strengthening the partnerships with the World Bank and IFAD.

SP4: Strengthen and disseminate data on food losses and on the functioning of international and national food markets; strengthen data on agricultural investment; develop data on the structure of the agrifood system and activities of agri-enterprises, including those of small- and medium-scale. improve data on agri-food systems policy implementation and impact; and develop the evidence base to underpin national food loss and waste reduction strategies.

SP5: Apply the methodology for measuring damage and losses in agriculture from disasters (the official methodology for measuring indicator C2 of the Sendai Framework on Disaster Risk Reduction) and institutionalize this work; continue to provide capacity development support to countries and regions on this indicator.

Quality services and coherent approaches to work on gender equality and women's empowerment that result in strengthened country capacities to formulate, implement and monitor policies and programmes that provide equal opportunities for men and women (Outcome 6.3)

214. Achieving food security and nutrition for all depends to a great extent on obtaining equal rights and opportunities for women and men and enhancing their capacity to thrive as actors within their social and economic contexts. The international community, through the 2030 Agenda, has catalyzed greater political attention on the urgency to address gender inequalities and the uneven distribution of capacities, opportunities, wealth, power and voice between women and men.

215. FAO recognizes that the agriculture sector is underperforming in many developing countries because half of its farmers – women - are not adequately supported and are still facing more constraints in accessing the resources and services they need to be more productive. Closing the “gender gap” would generate significant gains for agriculture, raising the total agricultural output and improving the overall food and nutrition security in developing countries.

216. The FAO Policy on Gender Equality and the UN-SWAP⁵⁵ will continue to be the guiding frameworks for implementing, monitoring and reporting progress of the work towards gender equality and women's empowerment in the Organization, particularly in the Strategic Programmes, building on achievements and lessons learned since 2012.

217. During 2020-21 priority will be given to:

- a) revisiting and reinforcing the existing institutional mechanisms for gender mainstreaming, as defined by the Policy and the revised UN-SWAP 2.0, to ensure their systematic implementation and further facilitate the integration of the gender dimensions in FAO's programmatic and normative work;
- b) supporting the collection and use of sex-disaggregated data and gender-relevant information to expand the evidence base for informed gender-responsive policy and programme formulation and implementation;
- c) providing technical guidance to all the Strategic Programmes to further reduce gender inequalities and empower rural women within their specificity.

218. The funding for work on gender has been maintained at USD 21.8 million as requested by the Conference.⁵⁶ The resources have been planned under the Strategic and Functional Objectives as shown in *Table 7*.

⁵⁵ UN System-Wide Action Plan (SWAP) on Gender Equality and the Empowerment of Women (GEEW)

⁵⁶ C 2013/REP paragraph 66

Table 7: Resources for gender (USD thousands)

Chapter	Adjusted PWB 2018-19	Change	PWB 2020-21
1	3,233	83	3,316
2	5,088	77	5,165
3	5,909	76	5,985
4	2,101	10	2,111
5	1,077	(66)	1,011
6	3,408	(102)	3,306
8	305	(117)	188
9	91	(1)	90
10	383	10	393
11	160	29	189
Total	21,755	0	21,755

219. Under each Strategic Programme, the following specific areas of gender work have been identified for upscaling and for broadening geographical focus.

SP1: FAO will support countries to integrate the gender equality dimensions in food security and nutrition policies, programmes, legal frameworks and governance mechanisms, building upon on-going work of strengthening national capacities to implement CEDAW⁵⁷ recommendations. Through the CFS, FAO will continue to ensure that gender equality issues are addressed in global standard-setting documents and high-level policy dialogues on food security and nutrition.

SP2: FAO will strengthen the international and national partnerships to upscale gender-responsive natural resource management and good governance, climate-smart agriculture and labour-saving technologies and practices that reduce women's work burden and increase their productivity. It will also continue strengthening farmers' capacities to address the underlying causes of vulnerability and inequalities.

SP3: FAO will disseminate and promote the uptake of the toolkits and guidance for designing and implementing gender-sensitive poverty reduction strategies, policies, programmes and agricultural investments, focusing on equal participation in rural organizations, access to land, rural advisory and finance services, social protection and decent rural employment.

SP4: FAO will disseminate the approaches and tools developed in support of programmes and policies that enhance the access of women farmers, pastoralists and fishers to higher-value local, national and international markets and improved opportunities for women to engage in value-adding activities. FAO will also strengthen its collaboration with UNCTAD⁵⁸ through the Trade Impact Group and a joint publication on gender and agricultural mechanization.

SP5: FAO will further develop countries' capacities to address gender equality and women's empowerment issues into disaster risk reduction planning and in analysing the linkages between gender equality and food security for sustaining peace. FAO will continue supporting countries to address the gender impacts in conflicts, disaster risk management and early warning, including the collection of sex-disaggregated data for resilience and vulnerability analysis.

⁵⁷ Committee on the Elimination of Discrimination against Women (CEDAW)

⁵⁸ United Nations Conference on Trade and Development (UNCTAD)

Quality services for more inclusive and effective governance norms, mechanisms and institutions at global, regional and national level and in the Strategic Objective programmes (Outcome 6.4)

220. Integrating a governance perspective into FAO's work helps to enhance the effectiveness of the Organization's policy support at global, regional and national levels. This is being done through the provision of strategic advice for key global governance mechanisms and processes, including the UN Development System (UNDS) reform, guidance on policy and governance issues at regional and national levels, and support to FAO's work in countries and to Regional Initiatives. The Governance Support Network promotes sharing of knowledge and experiences and provides guidance to help address governance challenges. It works with governments to generate evidence and analysis to enhance policy and institutional coherence and effectiveness in identifying and dealing with key governance bottlenecks.

221. During 2020-21 priority will be given to:

- a) strengthening capacities of FAO staff to address governance and political economy issues in priority areas of the Strategic Programmes (e.g. sustainable food systems, territorial approaches to development, climate change, and disaster risk management);
- b) supporting corporate engagement in global processes, including the 2030 Agenda and the UNDS reform, with a view to ensuring support to food and agriculture objectives in the SDGs and the 2030 Agenda;
- c) supporting the Strategic Programmes in the development and scaling-up of multi-stakeholder and multi-sectoral partnerships at global, regional and country levels.

222. Outcome 6.4 and governance will also contribute to each Strategic Programme as highlighted below:

SP1: Create awareness and improve capacity for identifying and dealing with governance and political economy issues while supporting efforts to eradicate food security and nutrition at country level through addressing governance in key policy processes and programmes affecting food security and nutrition outcomes, and emphasizing the critical role of improved governance toward the achievement of all SDGs.

SP2: Facilitate policy coherence and cross-sectoral and multi-stakeholder processes to overcome fragmentation among the subsectors of crops, livestock, fisheries and forestry, and strengthening governance frameworks for natural resource management at country level.

SP3: Contribute to the formulation of policies and programmes to address rural poverty including by supporting political economy analysis in policy and programme formulation, as well as the role of institutions in the effective implementation of policies and programmes.

SP4: Coordinate with relevant divisions and decentralized offices to develop producer-centric multi-stakeholder platforms (Alliances for Action). The platforms are intended to enable more coherent trade and agricultural policies at country and regional level, promote better policy-investment linkages, and enhance value chain governance, particularly for the benefit of family and small-scale farmers and other small-scale actors.

SP5: Address governance issues related to integrating disaster risk management and climate change adaptation frameworks at country and local level, to strengthen resilience to climate-related disasters and food crises. Support to overcoming specific governance issues related to the humanitarian-development divide in the context of international response to conflicts and humanitarian emergencies.

Quality and coherence of FAO's work on nutrition ensured through mainstreaming of nutrition across the Strategic Objectives and strengthening FAO's contribution in the international nutrition architecture (Outcome 6.5)

223. FAO gives increased attention to nutrition by addressing the long-term economic, social and environmental bases of food security and nutrition, in particular those related to the concept of sustainable food systems. This places FAO as a leader in the global initiatives and governance mechanisms for improved nutrition, as well as in helping countries to achieve their nutrition-related goals embedded in the work of the Strategic Programmes.

224. During 2020-21 priority will be given to:

- a) supporting UN-system policy and operational coordination on nutrition;
- b) supporting Members in the follow-up to the ICN2 Rome Declaration on Nutrition and Framework for Action in the context of the SDGs, while accelerating efforts through the UN Decade of Action on Nutrition;
- c) monitoring and reporting on implementation of the ICN2 Rome Declaration on Nutrition and Framework for Action jointly with WHO, in close collaborations with other UN agencies, funds and programmes and other regional organizations;
- d) strengthening food systems analysis and policy intelligence to support evidence-based policy dialogue at global, regional and national levels;
- e) promoting the implementation of a corporate approach for mainstreaming nutrition in the Strategic Programmes.

225. Opportunities to further integrate nutrition in the work of the Strategic Programmes are as follows:

SP1: Improving governance and stakeholder coordination, mainstreaming nutrition in food and agriculture policies, programmes and investment plans. Building on existing global guidelines, promote policy and institutional change and stimulate nutrition-sensitive investments in food systems across sectors.

SP2: Transforming agriculture production systems (including crops, livestock, fisheries and forestry) to contribute to favourable nutritional outcomes will target diversification of food production through nutrition-sensitive agriculture while respecting and managing the environment and promoting local biodiversity.

SP3: Targeting nutritionally vulnerable groups (e.g. children, women of child-bearing age and people affected by diseases), as well as promoting healthy diets through nutrition-sensitive social protection programmes. Supporting integrated school feeding and nutrition programmes which can provide a holistic entry point to improve nutrition of school-age children, as well as stimulate local smallholder production thus improving farmers' livelihoods.

SP4: In improving the efficiency of food processing, distribution, and its availability to all population groups, developments in food systems should ensure improvements in the nutritional quality of diets and avoidance of food and nutritional losses, and food safety risks. Developments in food systems can also provide employment opportunities and increased incomes, affording value chain actors the ability to access more nutritious food.

SP5: Integrating nutrition objectives in countries' resilience plans and aligning them with their food security and nutrition strategies. Technical assistance in the use of food security and nutrition surveillance systems such as the IPC⁵⁹ acute nutrition scale (including diet and nutrition indicators) will help inform policy-makers and trigger timely actions against threats to food and nutrition.

⁵⁹ Integrated Food Security Phase Classification (IPC)

Quality and coherence of FAO's work on climate change ensured in line with the climate change strategy through mainstreaming across the Strategic Objectives and strengthening FAO's contribution to the national, regional and international climate change architecture (Outcome 6.6)

226. Agriculture's role in adapting to, and mitigating climate change has gained prominence in recent years. The *FAO Strategy on Climate Change* guides the Organization's action to achieve three mutually reinforcing outcomes: (a) enhanced national capacity on climate change through provision of technical knowledge and expertise; (b) improved integration of food security and nutrition, agriculture, forestry and fisheries considerations within the international agenda on climate change; and (c) strengthened coordination and delivery of FAO's work.

227. The Plan of Action of the FAO Climate Change Strategy is an integral part of the Strategic Framework and Medium Term Plan and sets out for each of the expected climate outcomes the action to be taken by FAO through each Strategic Programme.

228. During 2020-21 priority will be given to:

- a) Support Nationally Determined Contribution (NDC) implementation, and further refinement of the countries' commitments on adaptation and mitigation actions in response to climate change, through: policy processes, supporting institutional coordination, capacity-development and technical interventions; facilitating access to national and international climate finance; and providing assistance in preparing investment programmes and supporting countries in making their domestic investments more climate-smart. Enhance countries' capacity to actively participate in international climate change negotiation processes, such as the Koronivia Joint Work on Agriculture and the Enhanced Transparency framework under the UNFCCC, and international partnerships such as the NDC Partnership through the Thematic Working Group on Agriculture, Food Security and Land Use.
- b) Support countries to integrate food security, agricultural sector considerations and climate change across relevant national and regional policies, strategies and programmes. Provide guidance to countries in a way that is coherent with national priorities and actions of others ministries, including bridging agriculture and environmental processing, and supporting the planning process and adequate funding to develop ad hoc National Adaptations Plans (NAPs) and Nationally Appropriate Mitigation Actions. FAO will work with relevant funding bodies to promote a higher profile of the food and agricultural sectors in financing decisions related to climate change. Key partners include the Green Climate Fund, Global Environment Facility, regional development banks, multilateral and bilateral development partners, the private sector, as well as other innovative financing opportunities.
- c) Strengthen internal capacity to coordinate and deliver FAO's work on climate change, including through the Technical Network on Climate Change, regular e-updates, webinars on international developments and emerging topics, and regular exchanges with FAO's key regional climate change focal points.

229. Opportunities to address climate change in each Strategic Programme are highlighted below:

SP1: Assessing vulnerabilities to the impacts of climate change will help to orient national policy and action on food security and nutrition to account for the changes that are foreseen. Building national capacity to generate and use data to model production forecasts in the face of climate change will strengthen planning to avoid hunger and malnutrition. Diversification for better nutrition will also support adaptation to climate change and resilience to extreme weather events.

SP2: Promotion of sustainable production systems for crops, livestock, forestry and fisheries that are climate-smart will provide options for countries to address food security, climate change and poverty simultaneously. Improved understanding of how climate change depletes natural resource availability and quality also supports better targeting of action to conserve and manage those same resources to sustainably increase productivity and production, support adaptation to climate change, as well as realizing greater mitigation potential.

SP3: Climate change disproportionately impacts communities and households that are already poor, as well as moving more people into poverty. It is vital that the social and economic impacts of climate change are better understood and planned for in order to reduce stress migration, conflict over resources or greater discrimination against women or against particular social groups. The role of family farmers and smallholders in sustainable resource management needs to be more broadly recognized. Climate policies should consider rural development, and rural development policies should be climate-informed.

SP4: Climate change will impact, and be impacted by, developments in agricultural and food systems. It will affect some countries' abilities to feed their growing urban populations, with significant ramifications for trade, and threaten the viability of a broad array of value chains also as a result of increased pest- and disease-related incidences. Adaptations in processing and distribution of agricultural and food products to strengthen value-added opportunities will be needed to incentivise the adoption of climate-smart techniques across the value chain. Redesigning value chains and their energy supplies to reduce pressure on natural resources also offers opportunities for climate change mitigation.

SP5: Preventing climate-induced disasters is significantly more cost-effective than rehabilitation and recovery. In a time of growing demand, but limited budgets for humanitarian assistance, increasing efforts need to be placed on assessing vulnerabilities and guiding countries toward disaster risk reduction and climate change adaptation practices.

Chapter 7: Technical Cooperation Programme

USD '000			
Organizational Outcome	Net Appropriation	Extrabudgetary	Total
7.1	4,444	0	4,444
7.2	136,344	0	136,344
Total	140,788	0	140,788

Scope of work

230. The Technical Cooperation Programme (TCP) allows the Organization, drawing from its Regular Programme (RP) resources, to facilitate access by member countries to FAO's knowledge and technical expertise in all priority areas covered by the Organization's Strategic Framework. The priorities defined in the country programming frameworks (CPFs) and Regional Conferences guide the use of TCP resources for demand-driven technical assistance intended to respond to governments' needs, promote change, foster capacity development and assist in mobilizing resources. TCP projects are designed to produce tangible and immediate results in a cost-effective manner and catalyse development changes.

231. The Technical Cooperation Programme (TCP) is presented as a separate chapter in the Appropriation Resolution for budgetary purposes. It comprises two main components: the TCP Management and Support (7.1), shared between headquarters and the decentralized offices; and TCP Projects (7.2), providing direct assistance to member countries. In line with decisions of the Conference in 2008,⁶⁰ 82 percent of the appropriation for TCP Projects is earmarked for development projects and distributed across regions under the management of Regional Representatives, 15 percent is earmarked for emergency projects and 3 percent for inter-regional projects, as shown in *Annex 6*.

232. The TCP has continued to evolve based on the measures approved by the Council at its 145th and 148th sessions,⁶¹ aimed at better aligning the use of the TCP to the Strategic Framework and enhancing the TCP programming, monitoring and delivery process to improve the timeliness of FAO's response to country priorities. As a result, TCP project approval and expenditure rates continue to improve. Further enhancements introduced during the 2018-19 biennium are expected to consolidate these improvements. Particular attention is given to the simplification of operational policies and procedures, while at the same time enhancing monitoring and documentation of results.

Perspectives for 2020-21

233. The Conference at its 40th Session in 2017 welcomed the increase of the share of the TCP to 14 percent of the net budgetary appropriation, in line with Conference Resolution 9/89 and the recommendation in Conference Resolution 6/2015,⁶² and this share is maintained in the current proposal.

234. In 2020-21, the focus will be on improving the timeliness of FAO's response to requests for assistance, ensuring strategic alignment, including with UN reform related efforts, and providing capacity development and support to resource mobilization. Gender equality targets will continue to be met.⁶³ TCP projects will be designed to produce tangible and immediate results in a cost-effective manner and catalyse development changes, with the aim to ensure relevance and sustainability of the assistance provided. Results of the programme and individual projects will be captured and showcased in innovative ways.

⁶⁰ C 2008/REP Appendix E, paragraph 35 actions 3.22 and 3.23

⁶¹ CL 145/REP paragraph 18; CL 148/REP paragraph 9.a).b)

⁶² C 2017/REP, paragraph 75.d)

⁶³ C2019/8 Table 19

Functional Objective 8: Outreach

USD '000			
Organizational Outcome	Net Appropriation	Extrabudgetary	Total
8.1	31,054	2,392	33,446
8.2	29,739	321	30,061
8.3	13,713	1,051	14,765
Total	74,507	3,765	78,271

Scope of work

235. Functional Objective 8 provides the basis for measuring the outreach functions of the Organization. These functions support the delivery of FAO's objectives through diversified and expanded partnerships and advocacy, increased public awareness, political support and resources, and enhanced capacity development and knowledge management. The responsible business units are, respectively, the Partnerships Division (PSP); the Office of South-South and Triangular Cooperation (OSS); the Office for Corporate Communication (OCC); and the Business Development and Resource Mobilization Division (PSR).

Priorities for 2020-21

Partnerships, land tenure and capacity development

236. The Partnerships Division (PSP) is responsible for coordinating and overseeing the identification, strengthening and stewardship of FAO partnerships with non-state actors, advocating FAO's messages and ensuring that initiatives to develop the capacities of member countries are concerted and have a lasting impact. PSP ensures that multistakeholder processes are an integral part of the work being planned and delivered by FAO, and provides targeted support to ensuring secure tenure rights and capacity development to contribute to the SDGs.

237. Priorities for 2020-21 will be:

- a) strengthening the implementation of the Partnership Strategies, in alignment with SDG 17, and revitalizing the *Global partnership for sustainable development* by FAO staff at the regional and national levels;
- b) greater use of capacity development approaches within the Strategic Programmes;
- c) implementing the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests (VGGT) in the context of national food security, the Principles for Responsible Investment in Agriculture and Food Systems (RAI), the Milan Urban Food Policy Pact (MUFPP), and the Global Agenda for Parliamentarians against all Forms of Malnutrition;
- d) implementation of the Decade of Family Farming, together with IFAD and WFP;
- e) implementation of the FAO Corporate Policy on Indigenous Peoples.

South-South and Triangular Cooperation

238. The Office of South-South and Triangular Cooperation (OSS) has been recently introduced to meet the increasing demands for South-South and Triangular Cooperation (SSTC). OSS is responsible for coordinating FAO's efforts in SSTC projects, promoting development solution exchange and sharing; exploring new opportunities in SSTC partnership development; seeking new SSTC funding

modalities for multi-stakeholder partners; and organizing events to promote awareness and visibility of SSTC.

239. Priorities under this new arrangement will be:

- a) continuing to mainstream SSTC into FAO's Strategic Framework to support member countries in achieving the SDGs;
- b) designing SSTC projects and activities in a more diversified manner and improving the impact of the SSTC initiatives;
- c) expanding SSTC partnerships, through MoUs and Agreements, to provide a match-making service between demand and supply;
- d) strengthening and deepening collaboration with the other UN agencies, including the Rome-based agencies, to enhance the UN system wide SSTC.

Communications

240. Flexible, strategic and targeted communication helps mobilize support for the achievement of FAO's goals and Strategic Objectives. Corporate communication is coordinated by the Office for Corporate Communication (OCC), through a network of communications experts, at headquarters, regional and liaison offices and other locations worldwide. FAO continues to work to reach new audiences, through an increased number of new media partnerships, an expanded use of social media, and the Regional Communication Networks, a consolidated and simplified website, a revamped FAO Document Repository and an increased number of publications issued.

241. In 2020-21, corporate communications will focus on:

- a) further increasing the visibility of FAO as a centre of excellence and highlighting FAO's role as a key UN agency leading global efforts to achieve Zero Hunger, through existing information dissemination channels and through special events, outreach campaigns, social marketing communications, and other corporate events;
- b) supporting the communication needs of the Organization with particular emphasis on results at country level, to highlight the work FAO is undertaking to help Members achieve the Strategic Objectives and the goals set out in the 2030 Agenda;
- c) strengthening the dissemination of FAO's knowledge and expertise through various channels such as public advocacy and outreach campaigns, publications, increased use of social media and via the reinforcement of the corporate web platform as one of the Organization's main communication channels;
- d) reinforce the collaboration with partners in areas related to print and audiovisual media, social media and publishing, including the development of new global and regional strategic partnerships to showcase FAO's work on the 2030 Agenda and its efforts to achieve Zero Hunger;
- e) further enhance internal communications and adopt innovative means for more widespread and diversified messaging and signage at headquarters and in decentralized offices.

Business development and resource mobilization

242. The Business Development and Resource Mobilization Division (PSR) aims to increase and diversify the resource base and ensure all resources mobilized support the Strategic Framework. The Division facilitates business development, in line with the Strategic Framework and the SDG agenda, and leads the strategic engagement of resource partners with the aim of attracting less-earmarked and more predictable resources. In order to best position the Organization in the development landscape, PSR provides market intelligence and outreach services, as well as a reporting service to ensure accountability for the resources mobilized.

243. Special emphasis will be given to:

- a) business development and market analysis for better positioning in countries or for thematic areas where FAO's current portfolio is below potential. Here outreach and negotiations on joint development priorities, related to SDGs as a common framework for action, will be given priority;
- b) reinforcement of corporate capacity for positioning and resource mobilization at country, regional and headquarters levels;
- c) the development of new programmatic tools, services and frameworks for cooperation to facilitate resource mobilization and enhance corporate efficiencies in handling voluntary contributions;
- d) reporting services to better communicate results and lessons learned, in line with SDG targets, and raise the visibility of resource partners' contributions.

Functional Objective 9: Information technology

USD '000			
Organizational Outcome	Net Appropriation	Extrabudgetary	Total
9.1	36,687	0	36,687
Total	36,687	0	36,687

Scope of work

244. Functional Objective 9 covers the provision of timely, effective and cost-efficient IT Services and solutions in support of FAO business needs, measured through two KPIs. The responsible business unit is the Information Technology Division (CIO) which has authority over all the IT activities of the Organization worldwide.

245. In the 2018-19 biennium, CIO moved towards adopting the FAO digital strategy. This included the creation of a governance and digital innovation capacity to follow up on the development of solutions and partnerships, in liaison with the Partnerships Division, in support of the Organization's mandate. Core IT services were modernized and improved through the introduction of new technology models and information systems and innovative solutions were explored in order to achieve increased level of efficiency, effectiveness and compliance.

246. The expected outcome for 2020-21 is that IT at FAO provides value through improved utility of digital assets for delivering in all geographical locations with timely, quality, effective and cost efficient innovative solutions, transformative technologies and external partnerships, underpinned by corporate IT policies and standards. This will be achieved through three Outputs: (i) effective and timely products and services and business support; (ii) digital assets developed and related security and availability ensured; and (iii) control to ensure that IT at FAO moves forward in a cohesive manner as per organizational policies and standards.

Priorities for 2020-21

247. Priorities for the 2020-21 biennium are:

- a) continue with the adoption of the FAO digital strategy;
- b) facilitate and promote access to information across FAO worldwide through innovative data platforms;
- c) improve efficiency and compliance of the working processes that utilize cost-effective and reliable IT solutions across the Organization worldwide.

Functional Objective 10: FAO governance, oversight and direction

USD '000			
Organizational Outcome	Net Appropriation	Extrabudgetary	Total
10.1	15,823	879	16,702
10.2	12,552	408	12,960
10.3	35,720	648	36,369
Total	64,095	1,935	66,031

Scope of work

248. Functional Objective 10 encompasses the governance, oversight and direction functions of the Organization. The responsible business units are the Conference, Council and Protocol Affairs Division (CPA), the Office of Evaluation (OED), the Office of the Inspector-General (OIG), the Office of the Director-General (ODG), the Legal and Ethics Office (LEG), the Office of Strategy, Planning and Resources Management (OSP), and the Office of Support to Decentralized Offices (OSD).

249. These functions aim for effective direction of the Organization through strategic management and oversight, and enhanced political commitment and collaboration with Member States. This involves establishing the institutional arrangements and processes to assess and take action on programmatic results and on the underlying health of the Organization; and supporting effective governance by ensuring compliance with the Basic Texts and with the policies adopted by the governing bodies. A major priority for 2018-21 is to accelerate the implementation of the Strategic Framework taking account of major global policy developments.

Priorities for 2020-21

FAO Governance

250. The Conference, Council and Protocol Affairs Division will focus on servicing effectively the governing and statutory bodies, implementing their decisions in a responsive and transparent way, producing high-quality documents translated to precise standards on time, and accurate and reliable interpretation services.

251. In particular, during 2020-21, the division will finalize evaluation and start gradual implementation of UN documentation standards to ensure greater interoperability of, and accountability for normative content deliberated by FAO governing and statutory bodies. This will facilitate greater use of FAO data, increasing transparency of data processes and enabling leaner corporate workflows.

Oversight

252. The Office of Evaluation undertakes in-depth and objective assessments of the work of the Organization across all sources of funds. Work will continue to implement the recommendations made in the Independent Evaluation of FAO's Evaluation Function (2016), as well as relevant UN General Assembly resolutions, with particular emphasis placed on:

- a) systematizing evaluation methodologies concerning FAO's contribution at the country level;
- b) enhancing support to the achievement of the SDGs through evaluation of FAO contributions to development results at the global, regional and country levels.

253. The Office of the Inspector-General (OIG) provides advice and assessment of adequacy and effectiveness of internal control, risk management, governance processes, measured by a KPI on audit coverage delivered, with emphasis on high-risk areas. OIG will give particular attention to:

- a) full implementation of Enterprise Risk Management to ensure greater alignment between OIG's Risk Based Audit Plan and Management priorities;
- b) implementation of FAO's Internal Control Framework including delivery of the Statement of Internal Control attached to the Financial Statements, which will enable OIG to provide more comprehensive assurance about the effectiveness of FAO's internal control system;
- c) further improvement of the FAO normative system against fraud.

Direction

254. Direction encompasses the functions provided by the executive leadership of the Organization, in particular the Office of the Director-General, as well as the Offices of the Legal Counsel; Strategy, Planning and Resources Management; and Support to Decentralized Offices.

255. The Legal and Ethics Office discharges its mandate in response to the requests of the Members, the Director-General, and the various offices of the Organization. It aims to provide reliable and timely legal advice to support the Organization's actions and implementation of its programme of work. It assesses matters against the background of approved policies, strategies, rules and procedures established by the governing bodies and makes recommendations to ensure adherence with them from a legal perspective. Relevant, accurate and timely legal advice is given to governing and statutory bodies and the Members to facilitate informed decision-making and the achievement of the expected results.

256. The Office of Strategy, Planning and Resources Management will continue to focus on improvements related to corporate results-based work planning, budgeting and monitoring, measured by the proportion of outputs achieved; integration of related data systems; policy and guidelines for preparing and monitoring Country Programming Frameworks; and preparation of the major planning and reporting documents for consideration by the governing bodies. In line with the continued emphasis on strong internal control and effective risk management, OSP will continue to ensure appropriate corporate processes are in place to assess, discuss and report on internal control and risk management.

257. The Office of Support to Decentralized Offices aims to improve the efficiency and effectiveness and core capacity of decentralized offices to deliver on priorities agreed with hosting governments. OSD supports the engagement of governments through consultation and communication on all matters pertaining to FAO's country presence. The Office will focus on:

- a) coordinating the implementation of UN Development System reform across the decentralized network;
- b) developing a roadmap to update the country office coverage, in line with the guidance received from FAO's governing bodies;
- c) facilitating oversight through the new, online, risk-based Fraud Prevention Plan for decentralized offices, allowing for identification of fraud risks, mitigating measures and actions necessary to strengthen internal control;
- d) promoting knowledge exchange between decentralized offices, identifying best practices and working with business owners to improve policies related to the decentralized office network, which reflect decentralized office perspectives and needs;
- e) the establishment and running of the new Subregional Office for Mashreq Countries, by mobilizing the necessary logistical, financial and administrative support from the concerned countries;
- f) reviewing and following up on host country agreements to improve payment of Government Counterpart Cash Contributions and Trust Fund payments for Partnership and Liaison Offices.

Functional Objective 11: Efficient and effective administration

USD '000			
Organizational Outcome	Net Appropriation	Extrabudgetary	Total
11.1	10,591	735	11,326
11.2	1,506	1,827	3,333
11.3	53,109	8,718	61,827
Total	65,206	11,279	76,485

258. Functional Objective 11 provides the basis for measuring the effective and efficient management and administration of human, financial and other physical assets and resources through six KPIs with biennial targets, building on accomplishments. The responsible business units are the Corporate Services Department and the Office of Human Resources.

Priorities for 2020-21

259. Management of human resources will focus on two priorities measured by related KPIs:

- a) sustaining the talent pools, recruitment, appointment and development of the highest calibre of employees, as well as workforce and succession planning to improve the alignment of HR management to the strategic and programmatic needs of the Organization, including through mobility, while achieving gender parity (particularly in high-graded positions) and equitable geographic representation;
- b) pursuing increased efficiency and reduction in transaction costs through the continued streamlining of HR processes and procedures, simplification of rules, and the increased use of technology, automation and innovation.

260. Management of financial resources will focus on oversight, monitoring and internal control of business processes to ensure compliance with Financial Regulations, rules and procedures, particularly in decentralized offices. This will be complemented by targeted capacity development initiatives where deficiencies are identified by oversight and monitoring. The effective and efficient management of financial resources will be measured by having an unmodified opinion of the External Auditor on the annual financial statements, including on the statement of internal control.

261. Management of procurement services ensures the procurement of goods, works and services in a strategic, ethical, transparent and service-driven manner representing best value for money. With a growing share of procurement carried out directly by decentralized offices, focus will be on support to the decentralized office network, in particular to:

- a) enhance cooperation with other UN agencies through joint procurement actions;
- b) increase the level of delegated authority for field office procurement, further empowering the decentralized offices to meet local procurement needs, while managing risks through training, advice and monitoring;
- c) streamlining of the procurement processes for decentralized offices and preparing a staffing and support structure that has the flexibility to adapt to the changing organizational needs and development funding environment, including expanding the network of procurement experts placed strategically in high-risk operations not only to mitigate and manage the risks, but also to continue to build capacities of country operations, to increase compliance and improve programme delivery;
- d) reinforce the monitoring function through building and maintaining monitoring and reporting tools and reports on procurement activities.

262. Administrative services relating to HR, Payroll, Finance and Travel are provided through the Shared Services Centre (SSC) in line with established performance and quality standards. The SSC also provides support through its Contact Centre function, which operates globally from locations on three continents to provide multilingual services all around the clock. The SSC will focus its effort on continued reinforcement of internal controls; simplification, standardization and automation of administrative processes; enhanced quality of guides, procedures, and job aids to better interface with administrative services and systems.

Chapter 13: Capital Expenditure

USD '000			
Organizational Outcome	Net Appropriation	Extrabudgetary	Total
13.1	16,892	0	16,892
Total	16,892	0	16,892

Scope of work

263. Conference Resolution 10/2003 established the Capital Expenditure Facility as a chapter of the Programme of Work and Budget. The Facility serves to define and authorize expenditures on tangible and intangible assets with a useful life in excess of FAO's financial period of two years that generally require a level of resources which cannot be funded within the appropriation for a single biennium. Financial Regulation 6.11 authorizes the transfer of any balance in the Capital Expenditure Account for use in the subsequent financial period.

264. 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 Strategic Objectives delivery. As such, this financing facility provides investment required to maintain and improve FAO's products and services in relation to: (a) platforms for technical data and information; (b) operational and administrative systems; and (c) infrastructure and services. The Capex Management Board, chaired by the Deputy Director-General (Operations), assesses the investment quality and monitors implementation of Capital Expenditure projects as regards corporate significance, measurable benefits and costs, timescales and risks.

Priorities for 2020-21

265. Capital expenditure will focus on five main areas of investment.

- a) investments in the *core ICT infrastructure*, which covers the provision of servers, storage and communication networks to ensure an effective and efficient ICT infrastructure which meets industry standard best-practices and supports the business needs of the Organization;
- b) investments in *corporate administrative systems* to ensure that the corporate Enterprise Resource Planning (ERP) systems continue to meet the dynamic operational and business requirements of both headquarters and decentralized offices;
- c) investments in *corporate technical applications* to improve and enhance the management of technical data and information;
- d) investments in *Management Information Systems* to address operational reporting and data analysis requirements and support management decision-making;
- e) investments in *building infrastructure and facilities* to ensure compliance with health and safety regulations and achieve lower maintenance and running costs.

Chapter 14: Security Expenditure

USD '000			
Organizational Outcome	Net Appropriation	Extrabudgetary	Total
14.1	8,705	96	8,801
14.2	13,716	60	13,776
Total	22,421	156	22,577

Scope of work

266. The Security Expenditure facility provides for staff and non-staff costs directly related to security and safety of staff and assets at headquarters and in the field, as established by Conference Resolution 5/2005. The aim is that FAO employees are able to carry out their functions safely and in security in all locations where FAO operates. The responsible business unit is the Security Service reporting to the Assistant Director-General, Corporate Services Department.

267. The headquarters security function aims to ensure a safe and secure operating environment for headquarters programme delivery and provides support for the execution of the Director-General's function as Designated Official for Security for Italy. It includes liaison and coordination with the Host Government and the United Nations Department of Security (UNDSS), establishing systems of security management, providing an enabling environment and ensuring personnel safety and security at FAO headquarters premises. Activities include fire safety, some infrastructural measures and occupational health issues, building on the steps taken over the past few years to put in place a safer and healthier work environment for headquarters staff.

268. The field security function enables the effective and efficient delivery of FAO's programmes, while ensuring the security, safety and well-being of staff, through the provision of technical expertise and advice in a manner consistent with FAO's policies and the UN security management system framework of "no programme without security". To achieve this objective, the Security Service monitors and assesses the prevailing security environment from the perspective of FAO's operations at country level and takes corrective measures to increase the security and safety of FAO staff and missions, in close collaboration with UNDSS.

269. Progress in the development of the Organization's occupational safety and health programme is guided through the work of the Advisory Committee on Occupational Health and Safety, which assembles the key units responsible for health and safety at headquarters and field representations.

Priorities for 2020-21

Headquarters security

270. Priorities for headquarters security will continue to focus on threat assessments conducted jointly with local authorities, and improving internal capacity for prevention and response in case of emergencies by ensuring a level of training of security personnel compliant with UN and local standards. Priority will also be given to ensuring that all staff at headquarters and decentralized offices complete the new BSAFE (Being Safe) UN mandatory security training, which will replace both Basic Security Training (BSTIF) and Advance Security Training in the Field (ASTIF).

Field security

271. Priorities for field security will be continued support to decentralized offices through anticipation, prevention, protection and response so as to mitigate risks from armed conflict, terrorism, crime, civil unrest and natural disasters. The Security Service will continue to provide decentralized offices with technical expertise, security training, funding for security equipment, advice and operational support. A priority is full compliance with security risk management measures/minimum operating security standards (SRM/MOSS). Security professionals and advisers are also placed in high-risk locations, including two regional offices and are on permanent call to respond to incidents and provide other advice as required.

Contingencies

USD '000			
Organizational Outcome	Net Appropriation	Extrabudgetary	Total
12.1	600	0	600
Total	600	0	600

272. The provision for contingencies remains unchanged since the PWB 1980-81.

Transfer to Tax Equalization Fund

273. The Tax Equalization Fund was established as of 1 January 1972.



274. In line with the practice followed since 1972-73, the 2020-21 budget is presented on a gross basis, by adding to the total effective working budget an appropriation for staff assessment. This will have no effect on the contributions payable by Members not levying tax on FAO staff emoluments; their full share of the staff assessment appropriation is refunded, by deduction from the contributions payable by them.

275. Members which levy tax on FAO staff emoluments will have their shares of the appropriation for staff assessment reduced by the amount estimated to be required to meet claims from the FAO staff concerned for tax reimbursement.

276. The amount of USD 92.2 million provided for 2020-21 represents the difference between gross and net salary costs based, as far as professional staff and above are concerned, on the UN salary scales as of 1 January 2019.

277. The application of credits arising from the Staff Assessment Plan against Members' assessments will be presented after the Conference has decided on the scale of contributions to be applied for 2020-21.





Annex 2: Results Framework 2018-21– Strategic and Functional Objectives

STRATEGIC OBJECTIVE 1			
CONTRIBUTE TO THE ERADICATION OF HUNGER, FOOD INSECURITY AND MALNUTRITION			
	Targets -By 2030 access by all to safe nutritious food (2.1) -By 2030 end all forms of malnutrition (2.2)		Targets -By 2030, reduce by one third premature mortality through prevention and treatment (3.4)
	Indicators -Prevalence of undernourishment (2.1.1) -Prevalence of moderate or severe food insecurity based on FIES (2.1.2) -Prevalence of stunting among children under 5 years of age (2.2.1) -Prevalence of malnutrition among children under 5 years of age, by type (wasting and overweight) (2.2.2)		Indicators -Mortality rate attributed to cardiovascular disease, cancer, diabetes or chronic respiratory disease (3.4.1)

STRATEGIC OBJECTIVE 1	
CONTRIBUTE TO THE ERADICATION OF HUNGER, FOOD INSECURITY AND MALNUTRITION	
OUTCOME 1.1: Countries made explicit political commitment to eradicate hunger, food insecurity and malnutrition by 2030	1.1.A: Number of countries that have adopted comprehensive sectoral and/or cross-sectoral policies, strategies and investment programmes to eradicate hunger, food insecurity and all forms of malnutrition by 2030, that are supported by a legal framework
OUTPUT 1.1.1: Capacities of governments and stakeholders are improved to develop sectoral and cross-sectoral policy frameworks and investment plans and programmes to eradicate hunger, food insecurity and all forms of malnutrition by 2030	
OUTPUT 1.1.2: Capacities of governments and stakeholders are improved to develop and implement legal and accountability frameworks to realize the right to adequate food	
OUTCOME 1.2: Countries implemented inclusive governance and coordination mechanisms for eradicating hunger, food insecurity and all forms of malnutrition by 2030	1.2.A: Number of countries that have inclusive governance, coordination and accountability mechanisms in place to eradicate hunger, food insecurity and all forms of malnutrition by 2030
OUTPUT 1.2.1: Capacities of governments and stakeholders are improved for food security and nutrition governance	
OUTCOME 1.3: Countries made decisions based on evidence for the eradication of hunger, food insecurity and all forms of malnutrition by 2030	1.3.A: Number of countries that use evidence derived from comprehensive, cross-sectoral analysis to inform their policy and programming decisions to eradicate hunger, food insecurity and all forms of malnutrition by 2030
OUTPUT 1.3.1: Capacities of governments and stakeholders are improved to analyse food insecurity and all forms of malnutrition and the contribution of sectors and stakeholders to the eradication of hunger, food insecurity and all forms of malnutrition by 2030	
OUTPUT 1.3.2: Capacities of governments and stakeholders are improved to monitor and evaluate policies, programmes and legislation relevant to the eradication of hunger, food insecurity and all forms of malnutrition by 2030	
OUTCOME 1.4: Countries implemented effective policies, strategies and investment programmes to eradicate hunger, food insecurity and all forms of malnutrition by 2030	1.4.A: Number of countries that effectively implement their policies, strategies and investment programmes to eradicate hunger, food insecurity and all forms of malnutrition by 2030






OUTPUT 1.4.1: Capacities of governments and stakeholders are improved for the allocation and use of financial resources to eradicate hunger, food insecurity and all forms of malnutrition by 2030

OUTPUT 1.4.2: Capacities of governments and stakeholders are improved for human resource and organizational development in the food security and nutrition domain

STRATEGIC OBJECTIVE 2 MAKE AGRICULTURE, FORESTRY AND FISHERIES MORE PRODUCTIVE AND SUSTAINABLE	
	<p>Targets</p> <ul style="list-style-type: none"> -By 2030, double the agricultural productivity and incomes of small-scale food producers through secure access of land (2.3) -By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production (2.4) -By 2030, maintain the genetic diversity of seeds, cultivated plants and farmed and domesticated animals (2.5) <p>Indicators</p> <ul style="list-style-type: none"> -Volume of production per labour unit by classes of farming/pastoral/forestry enterprise size (2.3.1) -Proportion of agricultural area under productive and sustainable agriculture (2.4.1) -Number of plant and animal genetic resources for food and agriculture secured in either medium or long-term conservation facilities (2.5.1) -Proportion of local breeds classified as being at risk, not at risk or at unknown level or risk of extinction (2.5.2)
	<p>Targets</p> <ul style="list-style-type: none"> -By 2030, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems (15.1) -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 (15.3) -By 2030, ensure the conservation of mountain ecosystems (15.4) <p>Indicators</p> <ul style="list-style-type: none"> -Forest area as a proportion of total land area (15.1.1) -Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type (15.1.2) -Proportion of land that is degraded over total land area (15.3.1) -Mountain Green Cover Index (15.4.2)
	<p>Targets</p> <ul style="list-style-type: none"> -By 2030 substantially increase water-use efficiency and reduce the number of people suffering from water scarcity (6.4) <p>Indicators</p> <ul style="list-style-type: none"> -Change in water-use efficiency over time (6.4.1) -Level of water stress: freshwater withdrawal as a proportion of available freshwater resources (6.4.2)
	<p>Targets</p> <ul style="list-style-type: none"> -By 2030, effectively regulate harvesting and end overfishing to restore fish stocks (14.4) -By 2020, conserve at least 10 per cent of coastal and marine areas (14.5) <p>Indicators</p> <ul style="list-style-type: none"> -Proportion of fish stocks within biologically sustainable levels (14.4.1) -Coverage of protected areas in relation to marine areas (14.5.1)




STRATEGIC OBJECTIVE 2 MAKE AGRICULTURE, FORESTRY AND FISHERIES MORE PRODUCTIVE AND SUSTAINABLE	
<p>OUTCOME 2.1: Countries adopted practices to increase productivity sustainably while addressing climate change and environmental degradation in agriculture, forestry and fisheries</p>	<p>2.1.A: Number of countries where producers adopted practices to increase agricultural productivity in a sustainable manner</p> <p>2.1.B: Percentage of countries with high-degree of implementation of the FAO Code of Conduct for Responsible Fisheries</p> <p>2.1.C: Number of countries reporting progress towards sustainable forest management (SDG 15.2.1)</p>
<p>OUTPUT 2.1.1: Innovative practices and technologies piloted, tested or scaled up by producers, to sustainably increase productivity, address climate change and environmental degradation</p>	
<p>OUTPUT 2.1.2: Capacities of institutions are strengthened to promote the adoption of more integrated and cross-sectoral practices that sustainably increase productivity and production, address climate change and environmental degradation</p>	
<p>OUTCOME 2.2: Countries developed or improved policies and governance mechanisms to address sustainable production, climate change and environmental degradation in agriculture, fisheries and forestry</p>	<p>2.2.A: Number of countries which have policies and associated investment programmes that foster sustainable agriculture, forestry and fisheries and that explicitly address productivity and income, climate change adaptation and mitigation, and environmental conservation and foster cross-sectoral coordination</p>
<p>OUTPUT 2.2.1: Policies, strategies and investment programmes formulated, in support to sustainable agriculture, forestry and fishery, and address climate change and environmental degradation</p>	
<p>OUTPUT 2.2.2: Government and stakeholders' capacities improved to facilitate cross-sectorial policy dialogue to develop more integrated strategies and programmes for sustainable agriculture, forestry and fisheries, address climate change and environmental degradation</p>	

STRATEGIC OBJECTIVE 2	
MAKE AGRICULTURE, FORESTRY AND FISHERIES MORE PRODUCTIVE AND SUSTAINABLE	
OUTCOME 2.3: Countries improved implementation of policies and international instruments for sustainable agriculture, fisheries and forestry	<p>2.3.A: Number of countries that have issued national reports covering SO2 relevant SDG indicators on the implementation of the 2030 Agenda for Sustainable Development, addressing sustainable agriculture, forestry and fisheries</p> <p>2.3.B: Number of countries that have communicated the establishment or operationalization of an integrated policy/strategy/plan which increases their ability to adapt to the adverse impacts of climate change, and foster climate resilience and low greenhouse gas emissions development in a manner that does not threaten food production (including a national adaptation plan, nationally determined contribution, national communication, biennial update report or other) (SDG 13.2.1)</p> <p>2.3.C: Progress by countries in the degree of implementation of international instruments aiming to combat illegal, unreported and unregulated fishing (SDG 14.6.1)</p> <p>2.3.D: Official development assistance and public expenditure on conservation and sustainable use of biodiversity and ecosystems (SDG 15.A.1)</p>
OUTPUT 2.3.1: Support provided to ensure effective integration of agriculture, forestry and fisheries in international governance mechanisms, in particular in relation to 2030 Agenda, climate change , biodiversity and desertification as well as environmental agendas and instruments under FAO's responsibility	
OUTPUT 2.3.2: Capacities of institutions strengthened to implement policies and international instruments that foster sustainable production and address climate change and environmental degradation	
OUTCOME 2.4: Countries made decisions based on evidence for sustainable agriculture, fisheries and forestry while addressing climate change and environmental degradation	2.4.A: Number of countries with high availability, quality and use of data and information for decision-making processes pertaining to agriculture, forestry and fisheries
OUTPUT 2.4.1: Strategic knowledge products developed addressing regional or global issues that integrate information on sustainable production, climate change and environmental degradation	
OUTPUT 2.4.2: Capacities of institutions are strengthened to collect analyse and report data for decision-making on sustainable production, climate change and environmental degradation, including relevant SDGs	

STRATEGIC OBJECTIVE 3 REDUCE RURAL POVERTY			
	Targets -By 2030, eradicate extreme poverty for all people (1.1) -By 2030, reduce at least by half the proportion of men, women and children in poverty (1.2) -By 2030, ensure equal rights for all (1.4)		Targets -By 2030, double the agricultural productivity and incomes of small-scale food producers (2.3)
	Indicators -Proportion of population below the international poverty line (1.1.1) -Proportion of population living below the national poverty line (1.2.1) -Proportion of population living in households with access to basic services (1.4.1) -Proportion of total adult population with secure tenure rights to land (1.4.2)		Indicators -Average income of small-scale food producers, by sex and indigenous status (2.3.2)
	Targets -By 2020, substantially reduce the proportion of youth not in employment, education or training (8.6) -Take immediate measures to eradicate forced labour and elimination of child labour (8.7)		Targets -By 2030, progressively achieve and sustain income growth of the bottom 40 percent of the population at a rate higher than the national average (10.1)
	Indicators -Proportion of youth (aged 15-24 years) not in education, employment or training (8.6.1) -Proportion and number of children aged 5-17 years engaged in child labour, by sex and age (8.7.1)		Indicators -Growth rates of household expenditure or income per capita among the bottom 40 per cent of the population and the total population (10.1.1)
	Targets 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 Indicators 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		







STRATEGIC OBJECTIVE 3 REDUCE RURAL POVERTY	
OUTCOME 3.1: Rural poor and rural poor organizations empowered to access productive resources, services and markets	3.1.A: Number of countries with an improved set of strategies - including policies, guidelines, regulations and tools and programmes - aiming to empower the rural poor and remove barriers to access by poor men and women to productive resources, services, technologies and markets 3.1.B: Number of countries in which rural organizations, government institutions and other relevant stakeholders have enhanced their capacities for rural poor empowerment and to improve equitable access by poor men and women to productive resources, services, technologies and markets 3.1.C: Progress by countries in the degree of application of a legal/regulatory/policy/institutional framework which recognizes and protects access rights for small-scale fisheries (SDG 14.B.1)

STRATEGIC OBJECTIVE 3 REDUCE RURAL POVERTY	
	<p>3.1.D: (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 (SDG 5.A.1)</p> <p>3.1.E: Proportion of countries where the legal framework (including customary law) guarantees women's equal rights to land ownership and/or control (SDG 5.A.2)</p>
OUTPUT 3.1.1: Rural organizations and institutions strengthened and collective action of the rural poor facilitated	
OUTPUT 3.1.2: Strategies, policies, guidelines and programmes to improve the rural poor's access to, and control over, a set of services, finance, knowledge, technologies, markets and natural resources, including in the context of climate change	
OUTPUT 3.1.3: Policy support, capacity development and knowledge generation to accelerate gender equality and rural women's economic empowerment	
<p>OUTCOME 3.2: Countries enhanced access of the rural poor to productive employment and decent work opportunities, particularly among youth and women</p>	<p>3.2.A: Number of countries with an improved set of institutions and strategies - including policies, guidelines, regulations and tools and programmes - aiming to generate decent rural employment, including for women and youth</p>
OUTPUT 3.2.1: Policy support and capacity development in the formulation and implementation of strategies, policies, guidelines, and programmes to enhance decent rural employment opportunities, entrepreneurship and skills development, especially for youth and women	
OUTPUT 3.2.2: Policy support and capacity development to strengthen the application of International Labour Standards in rural areas in order to enhance the quality and safety of jobs, especially as regards child labour and forced labour	
<p>OUTCOME 3.3: Countries enhanced access of the rural poor to social protection systems</p>	<p>3.3.A: Number of countries with improved social protection systems that link social protection with rural poverty reduction, food security and nutrition, and sustainable management of natural resources</p> <p>3.3.B: Proportion of population covered by social protection floors/systems (SDG 1.3.1)</p> <p>3.3.C: Proportion of total government spending on essential services (education, health and social protection) (SDG 1.A.2)</p> <p>3.3.D: Total government spending in social protection and employment programmes as a proportion of the national budgets and GDP (SDG 8.B.1)</p>
OUTPUT 3.3.1: Policy support, knowledge generation and capacity development, and advocacy provided to expand coverage of social protection to the rural poor, including in fragile and humanitarian contexts	
OUTPUT 3.3.2: Policy support, knowledge generation capacity development, and advocacy provided to enhance synergies amongst social protection, nutrition, agriculture and natural resources management, including climate change	
<p>OUTCOME 3.4: Countries strengthened capacities to design, implement and evaluate gender equitable multi-sectoral policies, strategies and programmes to contribute to the achievement of SDG 1</p>	<p>3.4.A: Number of countries with enhanced capacities to put in place comprehensive, multi-sectoral development policies, strategies and programmes directed towards rural poverty reduction</p> <p>3.4.B: Proportion of resources allocated by the government directly to poverty reduction programmes (SDG 1.A.1)</p>
OUTPUT 3.4.1: Strengthened national capacities to design and implement comprehensive, gender equitable, multi-sectoral rural poverty reduction policies, strategies and programmes, including in the context of migration and climate change	
OUTPUT 3.4.2: Data, knowledge and tools provided to promote and evaluate comprehensive, gender equitable, multi-sectoral rural poverty reduction policies and strategies, including in the context of migration and climate change, and monitor progress in rural poverty reduction	

STRATEGIC OBJECTIVE 4			
ENABLE MORE INCLUSIVE AND EFFICIENT AGRICULTURAL AND FOOD SYSTEMS			
	Targets -By 2030, double the agricultural productivity and incomes of small-scale food producers (2.3) -Adopt measures to ensure the proper functioning of food commodity markets to help limit extreme food price volatility (2.c)		Targets -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 (12.3)
	Indicators -Volume of production per labour unit by classes of farming/pastors/forestry enterprise size (2.3.1) -Indicator of food price anomalies (2.c.1)		Indicators -Global food loss index (12.3.1)
			
			Targets -Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries' share of global exports by 2020 (17.11)
			Indicators -Developing countries' and least developed countries' share of global exports (17.11.1)

STRATEGIC OBJECTIVE 4	
ENABLE MORE INCLUSIVE AND EFFICIENT AGRICULTURAL AND FOOD SYSTEMS	
OUTCOME 4.1: International standards, agreements and voluntary guidelines formulated to improve countries' access to, and functioning of, international markets	4.1.A: Percent of low income and lower-middle income countries effectively participating in international standard setting under the auspices of Codex Alimentarius and the International Plant Protection Convention (IPPC) or Codex standards development which were received from LDCs 4.1.B: Number of countries whose access to international markets has been improved due to adoption of international voluntary guidelines and participation in trade related agreements.
OUTPUT 4.1.1: New and revised international standards for food safety and quality and plant health formulated and agreed by countries to serve as references for international harmonization	
OUTPUT 4.1.2: Countries and their regional economic communities' capacities reinforced to engage effectively in the formulation of international agreements and voluntary guidelines that promote transparent market actions, enhanced market opportunities and more efficient agricultural and food systems	
OUTCOME 4.2: Countries designed and implemented policies, regulatory frameworks and institutional arrangements supportive of inclusive and efficient agrifood systems development	4.2.A: Number of countries in which elements of an enabling environment that support inclusive and efficient agricultural and food systems are in place 4.2.B: Progress by countries in the degree of implementation of international instruments aiming to combat illegal, unreported and unregulated fishing (SDG 14.6.1)
OUTPUT 4.2.1: Public sector organizations' capacities strengthened to design and implement national policies, strategies, regulatory frameworks and investments plans supportive of inclusive and efficient agricultural and food systems development	
OUTPUT 4.2.2: Public and private sector organizations' capacities strengthened to design and implement institutional arrangements supportive of inclusiveness and efficiency in agricultural and food systems	
OUTCOME 4.3: Countries enhanced public and private sector capacities and increased investments to promote inclusive agro-enterprises and value chain development	4.3.A: Number of countries where value chain actors have increased technical and managerial capacities 4.3.B: Number of countries with efficient financial instruments and services and risk management mechanisms for agricultural and food chain development 4.3.C: Number of countries with high investment in the agricultural and food systems sector
OUTPUT 4.3.1: Value chain actors equipped with technical and managerial capacities to develop inclusive, efficient and sustainable agricultural and food value chains	

STRATEGIC OBJECTIVE 4	
ENABLE MORE INCLUSIVE AND EFFICIENT AGRICULTURAL AND FOOD SYSTEMS	
OUTPUT 4.3.2: Public and private sector organizations capacities strengthened to increase investments in, and design and implement financial instruments and services and risk management mechanism for efficient and inclusive agricultural and food systems	
OUTCOME 4.4: Countries made decisions based on evidence to support agrifood systems development	4.4.A: Number of countries with high availability, quality and use of data and information for decision-making processes pertaining to inclusive and efficient agricultural and food systems
OUTPUT 4.4.1: Up-to-date global market information and analysis provided to promote transparent markets and enhanced global and regional domestic trade and market opportunities	
OUTPUT 4.4.2: Public sector organizations equipped to establish systems to monitor and analyse the impacts of trade, food, and agriculture policies on national agricultural and food systems	

STRATEGIC OBJECTIVE 5	
INCREASE THE RESILIENCE OF LIVELIHOODS TO THREATS AND CRISES	
	<p>Targets</p> <p>-By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure to climate-related extreme events and other economic, social and environmental shocks and disasters (1.5)</p> <p>Indicators</p> <p>- Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population (1.5.1 and 13.1.1)</p>
	<p>Targets</p> <p>-By 2030 access by all to safe nutritious food (2.1)</p> <p>-By 2030, end all forms of malnutrition (2.2)</p> <p>-By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production (2.4)</p> <p>-Adopt measures to ensure the proper functioning of food commodity markets to help limit extreme food price volatility (2.c)</p> <p>Indicators</p> <p>-Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale (FIES) (2.1.2)</p> <p>-Prevalence of malnutrition (wasting and overweight) (2.2.2)</p> <p>-Proportion of agricultural area under productive and sustainable agriculture (2.4.1)</p> <p>-Indicator of food price anomalies (2.c.1)</p>
	<p>Targets</p> <p>-By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters (11.5)</p> <p>Indicators</p> <p>-Direct disaster economic loss in relation to global gross domestic product (GDP), including disaster damage to critical infrastructure and disruption of basic services (11.5.2)</p>
	<p>Targets</p> <p>-Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries (13.1)</p> <p>Indicators</p> <p>- Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population (13.1.1 and 1.5.1)</p>
	<p>Targets</p> <p>-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 (15.3)</p> <p>Indicators</p> <p>Proportion of land that is degraded over total land area (15.3.1)</p>
	<p>Targets</p> <p>-Significantly reduce all forms of violence and related death rates (16.1)</p> <p>Indicators</p> <p>-Conflict-related deaths per 100,000 population, by sex, age and cause (16.1.2)</p>

STRATEGIC OBJECTIVE 5	
INCREASE THE RESILIENCE OF LIVELIHOODS TO THREATS AND CRISES	
<p>OUTCOME 5.1: Countries adopted or implemented legal, policy and institutional systems and frameworks for risk reduction and crisis management</p>	<p>5.1.A: Number of countries classified by level of commitment and capacity for disaster and crisis risk reduction/management for agriculture, food and nutrition in the form of policies, legislation and institutional systems</p> <p>5.1.B: Number of countries that have communicated the establishment or operationalization of an integrated policy/strategy/plan which increases their ability to adapt to the adverse impacts of climate change, and foster climate resilience and low greenhouse gas emissions development in a manner that does not threaten food production (including a national adaptation plan, nationally determined contribution, national communication, biennial update report or other) (SDG 13.2.1)</p> <p>5.1.C: Number of countries that have integrated mitigation, adaptation, impact reduction and early warning into primary, secondary and tertiary curricula (SDG 13.3.1))</p>
<p>OUTPUT 5.1.1: National capacities of government and public organisations strengthened to formulate and promote risk reduction and crisis management policies, strategies, plans and investment programmes</p>	
<p>OUTPUT 5.1.2: Coordination mechanisms are improved and resources mobilized for risk reduction and crisis management</p>	

STRATEGIC OBJECTIVE 5	
INCREASE THE RESILIENCE OF LIVELIHOODS TO THREATS AND CRISES	
OUTCOME 5.2: Countries made use of regular information and early warning against potential, known and emerging threats	5.2.A: Number of countries classified by level of capacity in the generation, availability quality and use of data and information for decision-making processes related to potential, known and emerging threats to agriculture, food and nutrition
OUTPUT 5.2.1: Mechanisms set up or improved to identify, monitor threats, and assess risks and deliver integrated and timely Early Warning	
OUTPUT 5.2.2: National capacities improved to assess vulnerability and measure resilience	
OUTCOME 5.3: Countries reduced risks and vulnerability at household and community level	5.3.A: Number of countries classified by level of capacity to apply prevention and impact mitigation measures that reduce risks for agriculture, food and nutrition 5.3.B: (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 (SDG 5.A.1) 5.3.C: Proportion of countries where the legal framework (including customary law) guarantees women's equal rights to land ownership and/or control (SDG 5.A.2)
OUTPUT 5.3.1: Capacities of government, communities and other key stakeholders strengthened to implement prevention and mitigation good practices to reduce the impacts of threats and crises	
OUTPUT 5.3.2: Communities equipped with vulnerability reduction practices and measures	
OUTCOME 5.4: Countries prepared for and managed effective responses to disasters and crises	5.4.A: Number of countries classified by level of preparedness and response management capacity
OUTPUT 5.4.1: Capacities of national authorities and stakeholders reinforced for emergency preparedness to reduce the impact of crises	
OUTPUT 5.4.2: Humanitarian assistance for livelihood saving timely delivered to crises affected communities	

OBJECTIVE 6			
TECHNICAL QUALITY, STATISTICS AND CROSS CUTTING THEMES (CLIMATE CHANGE, GENDER, GOVERNANCE AND NUTRITION)			
Outcome statement - Technical quality, knowledge and services delivered; quality statistics produced with integrity and disseminated by FAO; and quality services for work on Gender, Governance, Nutrition and Climate Change provided to the Strategic Programmes			
6.1: Quality and integrity of the technical and normative work of the Organization	Key performance indicators	Targets (end 2019)	Targets (end 2021)
	6.1.A Quality of technical leadership, <i>measured by: - a survey methodology to assess the feedback of stakeholders on elements of technical leadership, such the excellence of technical knowledge, compliance with technical policies, technical integrity, capacity to respond to emerging issues and advancing fundamental understanding of challenges and creating options in the main disciplines through the Technical Committees</i>	70%	72%
OUTPUT 6.1.1: Ensure the excellence of the technical knowledge required to achieve and support the delivery of the strategic objectives through core technical leadership of technical department ADGs; creation of technical networks and the delivery of technical expertise to the Strategic Programmes and Corporate Technical Activities			
OUTPUT 6.1.2: Ensure compliance with technical policies, technical integrity and coherence of FAO's interventions across geographical boundaries			
OUTPUT 6.1.3: 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			
OUTPUT 6.1.4: Advance fundamental understanding of challenges and creating options in the main disciplines through the Technical Committees (COFI, COFO, COAG, CCP)			
OUTPUT 6.1.5: Ensure preparation of flagship publications on the "State of" food insecurity, agriculture, fisheries and aquaculture, forestry			
OUTPUT 6.1.6: Support and promote policy and technical dialogue at global and regional level through institutional representation by technical departments and the Chief Statistician			
6.2: Quality and use of FAO Statistics to support evidence-based decision making	Key performance indicators	Targets (end 2019)	Targets (end 2021)
	6.2.A: Proportion of SDG indicators under FAO custodianship reported at national level in accordance with the Fundamental Principles of Official Statistics (ref. SDG 17.18.1)	40%	50%
	6.2.B: Proportion of FAO statistical processes of good quality on the basis of the FAO Statistical Quality Assurance Framework (SQAF).	80%	85%
OUTPUT 6.2.1: Methods and standards for the collection, processing, dissemination, and use of food and agriculture statistics, including the 21 SDG indicators for which FAO is custodian, developed and shared.			
OUTPUT 6.2.2: Support provided to strengthen the capacity of national statistical systems to collect, analyse and disseminate food and agriculture statistics, including the 21 SDG indicators for which FAO is custodian.			
OUTPUT 6.2.3: High quality and internationally comparable food and agriculture statistics, including the 21 SDG indicators for which FAO is custodian, produced and disseminated by FAO and accessed by the international community.			
OUTPUT 6.2.4: FAO statistics governance and coordination strengthened in order to improve harmonization, quality, and consistency of statistical activities across the organization.			
6.3: Quality services and coherent approaches to work on gender equality and women's empowerment that result in strengthened country capacity to formulate, implement and monitor policies and programmes that provide equal opportunities for men and women	Key performance indicators	Targets (end 2019)	Targets (end 2021)
	6.3.A: Number of gender mainstreaming minimum standards implemented	14	15
	6.3.B: Number of performance standards of revised UN SWAP on gender met or exceeded by FAO.	10	15
OUTPUT 6.3.1: Member countries are supported within the SOs by the Gender Unit to develop their capacities consistent with FAO's minimum standards for gender mainstreaming and targeted interventions			

OBJECTIVE 6			
TECHNICAL QUALITY, STATISTICS AND CROSS CUTTING THEMES (CLIMATE CHANGE, GENDER, GOVERNANCE AND NUTRITION)			
OUTPUT 6.3.2: Institutional mechanisms and staff capacities are established or strengthened to support countries' initiatives aimed at addressing gender equality			
6.4: Quality services for more inclusive and effective governance norms, mechanisms and institutions at global, regional and national level and in the Strategic Objective programmes	Key performance indicators	Targets (end 2019)	Targets (end 2021)
	6.4.A: Number of selected global governance mechanisms or processes where FAO exercises a leadership role that promotes progress on issues related to the five Strategic Objectives	3	3
	6.4.B: Number of instances where FAO's contribution on governance has promoted progress in relation to the five Strategic Objectives at national and regional level	20	20
OUTPUT 6.4.1: FAO's contribution to selected global governance mechanisms is improved in quality and consistency			
OUTPUT 6.4.2: Key national and regional governance issues are identified and options for appropriate targeted advice are formulated			
6.5: Quality and coherence of FAO's work on nutrition ensured through mainstreaming of nutrition across the Strategic Objectives and strengthening FAO's contribution in the international nutrition architecture	Key performance indicators	Targets (end 2019)	Targets (end 2021)
	6.5.A: Number of global nutrition mechanisms/processes with FAO contributions where progress on ICN2 follow-up has been reported..	5	5
	6.5.B: Progress made in incorporating nutrition concerns, considerations and objectives into Country Programming Frameworks and in developing capacities of FAO staff to assist governments in mainstreaming nutrition (Percentage increase compared to the previous biennium). <i>*Baseline to be determined by end 2017</i>	25%	25%
OUTPUT 6.5.1: Quality and coherence of FAO support to UN System operational and policy coordination on nutrition improved			
OUTPUT 6.5.2: FAO's capacity strengthened for supporting Member countries in implementing ICN2 Rome Declaration on Nutrition and Framework for Action			
OUTPUT 6.5.3: Common standards and corporate approach for mainstreaming nutrition developed and implemented through the SOs			
6.6: Quality and coherence of FAO's work on climate change ensured in line with the climate change strategy through mainstreaming across the Strategic Objectives and strengthening FAO's contribution to the national, regional and international climate change architecture	Key performance indicators	Targets (end 2019)	Targets (end 2021)
	6.6.A: Number of countries supported by FAO to implement and/or further develop the agricultural components of their Nationally Determined Contributions under the Paris Agreement. (Contributes to SDG 13.2.1)	40	50
	6.6.B: Number of policy financing and/or technical dialogues related to climate action at global and regional levels where FAO takes the lead in promoting the integration of food and agricultural perspectives (e.g. Green Climate Fund, UNFCCC, Agenda 2030)	24	24
OUTPUT 6.6.1: FAO capacity is enhanced to support member countries in implementing the agricultural components of their climate change policies and plans, in particular Nationally Determined Contributions, as well as the climate components within their agricultural development policies and plans			
OUTPUT 6.6.2: FAO participation in selected global and regional technical, financing and policy related dialogues on Climate action is increased in quantity and frequency			

CHAPTER 7: TECHNICAL COOPERATION PROGRAMME			
Outcome statement – TCP delivered effectively, in full alignment with SOs, and in support of the implementation of the CPF results			
7.1: TCP management and support			
Key performance indicators		Targets (end 2019)	Targets (end 2021)
7.1.A	Approval rate of TCP resources against 2018-19/2020-21 appropriation	100%	100%
7.1.B	Delivery rate of TCP projects against 2016-17/2018-19 appropriation	100%	100%

FUNCTIONAL OBJECTIVE 8: OUTREACH			
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			
8.1: Partnerships, advocacy and capacity development including South-South Cooperation			
Key performance indicators		Targets (end 2019)	Targets (end 2021)
8.1.A	Number of strategic partnerships brokered and sustained.	20	20
8.1.B	Number of Advocacy initiatives implemented to support corporate activities and Strategic programmes	8	11
8.1.C	Number of capacity development methodologies applied in support of the Strategic Programmes	10	10
8.1.D	Number of ongoing South-South and Triangular Cooperation agreements and programmes	25	30
Outputs			
8.1.1	Key partnerships promoted and strengthened		
8.1.2	Advice and support provided to SP teams to mainstream capacity development in FAO's work		
8.1.3	South-South collaboration initiatives among state and non-state actors are effectively contributing to national programmes and initiatives		
8.2: Communications			
Key performance indicators		Targets (end 2019)	Targets (end 2021)
8.2.A	User traffic to FAO.org (based on Web access statistics to the FAO Document Repository)	8.5 million	9 million
8.2.B	Level of media presence (number of hits) as measured by Meltwater Media Monitoring Service	23,000 news hits per month	24,000 news hits per month
8.2.C	Increase in aggregate number of followers of FAO's social media accounts (combined)	2.2 million	2.4 million
Outputs			
8.2.1	New relationships with global, regional and national media forged		
8.2.2	Overhaul of the Organization's worldwide Web and social media presence to align them to its Strategic Objectives		
8.2.3	Development and promotion of corporate approaches, tools and methodologies in knowledge dissemination and improved management of information		
8.3: Resource Mobilization			
Key performance indicators		Targets (end 2019)	Targets (end 2021)
8.3.A	Biennial level of voluntary contributions mobilized (Contribution to SDG indicator 17.9.1 Dollar value of financial and technical assistance committed to developing countries)	USD 1.7 billion	USD 1.7 billion
8.3.B	Percentage of projects with timely closure	70%	80%
Outputs			
8.3.1	Proactive outreach and marketing of FAO priority areas of work and resource requirements, resulting in an expanded and diversified base of partners with which FAO works		
8.3.2	Voluntary contributions mobilized, utilized and accounted consistent with FAO policies		
8.3.3	Enhanced organizational capacities for resources mobilization, and effective project cycle management		

FUNCTIONAL OBJECTIVE 9: INFORMATION TECHNOLOGY			
Outcome statement - IT at FAO provides value through improved utility of digital assets for delivering in all geographical locations through timely, quality, effective and cost-efficient innovative solutions, transformative technologies and external partnerships, underpinned by a set of FAO IT policies and standards			
Key performance indicators		Targets (end 2019)	Targets (end 2021)
9.1.A	Level of satisfaction with the provision of IT solutions by strategic business clients, <i>measured by:</i> - <i>percentage of strategic business clients fully satisfied (source: annual client survey)</i>	70%	80%
9.1.B	Quality of digital assets available for use by the Organization in support of its work in a secure and timely manner, <i>measured by:</i> - <i>percentage of digital assets (in-house information systems, links to external data sources) that utilize the provided digital platform</i>	75%	80%
Outputs			
9.1.1	FAO business processes are effectively supported by the provision of cost effective and timely products and services		
9.1.2	FAO IT policies, architecture and standards that enable effective delivery of effective and efficient IT solutions are defined, and applied throughout the Organization		
9.1.3	Relevant and accurate information assets are secure against unauthorized access and made available to authorized FAO personnel, facilitating their work for the Organization		

FUNCTIONAL OBJECTIVE 10: FAO GOVERNANCE, OVERSIGHT AND DIRECTION			
Outcome statement - Effective direction of the Organization through enhanced political commitment and collaboration with Member States, strategic management and oversight			
10.1: FAO Governance			
Key performance indicators		Targets (end 2019)	Targets (end 2021)
10.1.A	Governing body documents delivered according to deadlines and language requirements	100%	100%
10.1.B	Implementation of governing body decisions within prescribed deadlines	90%	90%
Outputs			
10.1.1	Governing and Statutory Bodies serviced effectively, by using modern technology, with improved language services and decisions implemented transparently		
10.2: Oversight			
Key performance indicators		Targets (end 2019)	Targets (end 2021)
10.2.A	Percentage of audit coverage delivered, including high risk ones	90% (including 100% high risk)	90% (including 100% high risk)
10.2.B	The number of countries in which FAO's strategic relevance and programme effectiveness was assessed through country programme and other major programme evaluations	13	13
Outputs			
10.2.1	Strategic and programme evaluations carried out and recommendations made to enhance FAO's strategic relevance and programme effectiveness		
10.2.2	Investigations and risk based audit plan prepared and delivered		
10.2.3	Strengthened elements of FAO's accountability, internal controls and fiduciary frameworks delivered		
10.3: Direction			
Key performance indicators		Targets (end 2019)	Targets (end 2021)
10.3.A	Share of Strategic Objective Output targets met	85%	85%
10.3.B	Percentage of recommendations of strategic evaluations where the agreed management response has been completed by the due date	90%	90%
10.3.C	Percentage of high risk audit recommendations which have been completed by due date	80%	80%
10.3.D	Percentage of long outstanding audit recommendations (i.e. above 24 months)	Below 10%	Below 8%
Outputs			
10.3.1	Executive direction provided		
10.3.2	Strategic direction, monitoring and reporting delivered		
10.3.3	Reliable and timely legal advice is provided to support the Organization's actions and implementation of its Programme of Work		
10.3.4	Quality support delivered to decentralized offices		

FUNCTIONAL OBJECTIVE 11: EFFICIENT AND EFFECTIVE ADMINISTRATION			
Outcome statement - Maximize effectiveness and work towards ensuring value-for-money in fulfilling fiduciary, policy setting and monitoring and control functions			
11.1: Efficient and effective management of human resources			
Key performance indicators		Targets (end 2019)	Targets (end 2021)
11.1.A	Time required to recruit staff	120 days	120 days
11.1.B	Percentage of member countries that are equitably represented	75%	75%
11.1.C	Geographic mobility (posts)	75	75
Outputs			
11.1.1	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		
11.2: Efficient and effective management of financial resources			
Key performance indicators		Targets (end 2019)	Targets (end 2021)
11.2.A	FAO receives an unmodified opinion on its financial statements, including on its statements of internal control	Unmodified external audit opinion (annual)	Unmodified external audit opinion (annual)
Outputs			
11.2.1	Accurate, relevant and timely financial reporting and efficient, effective and well controlled financial services are provided in support of governing bodies, Member Nations, management, resource partners and staff		
11.3: Efficient and effective administration			
Key performance indicators		Targets (end 2019)	Targets (end 2021)
11.3.A	Level of client satisfaction with quality of service provided*	70%	73%
11.3.B	Corporate Environmental Responsibility measured by proportion of FAO office buildings/compounds that shall provide annual data on Greenhouse Gas emissions	86%	88%
Outputs			
11.3.1	Administrative services and support functions are effective, efficient, streamlined, environmentally sustainable and meet Organizational requirements		
11.3.2	Health and productivity of FAO's workforce are actively promoted by providing streamlined and effective health services to all employees at headquarters and in decentralized offices		

*Data collected every two years through a client satisfaction survey

CHAPTER 13: CAPITAL EXPENDITURE			
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 Strategic Objectives delivery			
Key performance indicators		Targets (end 2019)	Targets (end 2021)
13.1.A	Percentage of CAPEX allocated to initiatives with defined cost-benefit analysis and benefits realization plan, <i>measured by: annual review</i>	100%	100%
13.1.B	Percentage of CAPEX projects that are delivered on time, quality and within budget, <i>measured by: project Portfolio</i>	85%	90%
Outputs			
13.1.1	Platforms for the management of technical data and information enhanced		
13.1.2	Operational and administrative systems adapted to meet new and changing business processes		
13.1.3	IT infrastructure and services improved		

CHAPTER 14: SECURITY EXPENDITURE			
Outcome statement - FAO employees are able to carry out their functions safely and securely in all locations where the Organization operates			
14.1: Safe and secure operating environment for headquarters programme delivery			
Key performance indicators		Targets (end 2019)	Targets (end 2021)
14.1.A	Percentage of staff having completed Basic Security Training	90%	100%
Outputs			
14.1.1	Safe and secure operating environment for headquarters programme delivery is ensured		
14.2: Safe and secure operating environment for worldwide programme delivery			
Key performance indicators		Targets (end 2019)	Targets (end 2021)
14.2.A	Percentage of decentralized offices that comply with Minimum Operating Security Standards (MOSS)	100%	100%
14.2.B	Percentage of international staff at decentralized offices that comply with Residential Security Measures (RSM)	100%	100%
14.2.C	Percentage of reported security-related incidents at decentralized offices with prompt follow-up	100%	100%
14.2.D	Percentage of deployments of field security professionals within 72 hours to assist decentralized offices in security-crisis management, as required	100%	100%
Outputs			
14.2.1	Safe and secure operating environment for worldwide programme delivery is ensured		

Annex 3: Cost increase methodology and estimates

Methodology and context

278. The methodology for calculating cost increases in the PWB 2020-21 follows the approach previously approved by the Finance Committee, Council and Conference. The cost increase estimates cover the recosting of Regular Programme inputs from 2018-19 to 2020-21 levels to deliver the Programme of Work, namely for personnel services and goods and services. The cost increase estimates are developed on a biennial basis from: actual cost adjustments that are occurring in the current biennium (*biennialization*); projected adjustments to unit costs that will take effect in the next biennium (*inflation*); and the lapse factor on established posts.

279. *Biennialization* is the financial effect in 2020-21 of staff cost adjustments that are occurring in the 2018-19 biennium. Biennialization is the consequence of two factors:

- a) Under- or over-budgeted costs in the current biennium (2018-19) - that is where actual staff costs per work month are at variance from the budgetary estimates prepared two years earlier.
- b) Cost adjustments that took or will take effect at some point during the 2018-19 biennium, whether budgeted or not, that have to be applied to a full 24-month period in the 2020-21 biennium.

280. As such, biennialization objectively reflects the financial impact of events that have already taken place or are expected to take place before the implementation of the 2020-21 budget. Most changes in staff costs implemented during the biennium are the result of the recommendations by the International Civil Service Commission (ICSC) approved by the General Assembly of the United Nations. The movements of the US dollar against local currencies in those decentralized offices where staff costs incurred in national currencies are funded by the US dollar assessments also contributed to some extent to biennialization.

281. Accordingly, the financial implications of biennialization are essentially a matter of fact, not conjecture or long-range planning. The estimates for the current service cost of after-service staff benefits are based on the latest results of the actuarial valuation for the staff-related liabilities schemes (After-service Medical Coverage, Termination Payments Fund, Separation Payment Scheme, and Compensation Fund). An actuarial valuation is carried out by each Rome-based agency every year.

282. *Inflation* represents the cost impact in 2020-21 of those adjustments that are expected to take effect at various points in the next biennium. Inflation estimates for salaries, pension fund contributions and allowances are derived from the most recent external forecasts (consumer price index, nominal wage index, and exchange rate) by the Economist Intelligence Unit (EIU), published data of authoritative bodies such as the ICSC and of independent verification.

Cost increases estimates

283. The total cost increases for the proposed 2020-21 net appropriation are estimated at USD 19.8 million consisting of USD 14.1 million for personnel services and USD 5.7 million for goods and services.

284. *Biennialization* is estimated as a downward adjustment of USD 3.6 million and *inflation* an increase of USD 23.4 million (USD 17.7 million for personnel services and USD 5.7 million for total goods and services).

Personnel services

285. Personnel services comprise all staff costs, including salaries, pension fund contributions, dependency allowances, social security and other staff-related entitlements and after-service benefits for both the professional and general service staff categories. The changes in personnel services costs derive from decisions regarding the United Nations common system, as reviewed by the International Civil Service Commission and approved by the United Nations General Assembly, independent

verification, and other external factors such as prevailing market exchange rates. This last element is relevant to the estimation of the US dollar assessment for staff costs in those decentralized offices where local currencies fluctuate against the US dollar.

Personnel services – biennialization factors

286. Biennialization, estimated as a downward adjustment of USD 3.6 million for the cost of personnel services, can be broken down as follows:

- a) The reduction in the headquarters professional staff net remuneration effective August 2017 resulting from the outcome of the cost-of-living survey for Rome,⁶⁴ as well as the unchanged primary scales for salary and pensionable remuneration for the general service staff in Rome led to a biennialized decrease of USD 3.0 million in the total net remunerations. It includes USD 1.3 million estimated savings for the recruitment of staff at lower-steps on the positions vacated through mandatory retirements at age 62 through end-June 2019.⁶⁵
- b) The lower basic medical insurance plan (BMIP) cost mainly attributable to the change in the premium formula and the depreciation of the US dollar, resulting in a biennialized reduction of USD 5.0 million in staff costs in 2020-21.
- c) The higher-than-budgeted increase of USD 4.1 million to take into account the effect of the 4.7 percent average increase in the professional staff pensionable remuneration scale recommended by the ICSC and approved by the 73rd session of the United Nations General Assembly in December 2018.⁶⁶
- d) The USD 6.4 million savings for other elements, which represents the combined effect of the savings for education grant and rental subsidy and the higher-than-budgeted increases mainly for recruitment and transfer allowances.
- e) The higher-than-budgeted overall increase in the current service costs of the after-service staff benefits, based on the actuarial valuations as at 31 December 2017⁶⁷, resulting in a biennialized increase of USD 6.7 million in 2020-21.

Personnel services – inflation factors

287. An inflationary cost increase of USD 17.7 million is foreseen for personnel services, mostly from the application of modest inflation rates based on the lower-end of the EIU consumer price index (CPI) projections to the net remuneration and pension, and no increase for other staff cost components as follows:

- a) A modest increase of 1.1 percent applied to professional staff net remuneration at headquarters in 2020 and 2021 each year, lower than the EIU CPI forecasts for Italy (1.2 percent and 1.3 percent for 2020 and 2021 respectively).
- b) A modest increase of 1.0 percent applied to general service staff net remuneration at headquarters in 2020 and 2021 each year, lower than the latest EIU average nominal wage index at 1.1 and 1.8 percent.

⁶⁴ FC 169/10 paragraphs 10-11 Recommendations and Decisions of the International Civil Service Commission and UN Joint Staff Pension Board to the General Assembly (including Changes in Salary Scales and Allowances)

⁶⁵ JM 2018.1/2 Information Notes 1-3

⁶⁶ A/RES/73/273 I A Resolution adopted by the General Assembly on 22 December 2018; FC 173/12 paragraphs 1-2 Recommendations and Decisions of the International Civil Service Commission and UN Joint Staff Pension Board to the General Assembly (including Changes in Salary Scales and Allowances); A/73/446 paragraphs 3-5 Administrative and Financial Implications of the Decisions and Recommendations Contained in the Report of the International Civil Service Commission for the year 2018, Report of the Advisory Committee on Administrative and Budgetary Questions

⁶⁷ FC 170/4 2017 Actuarial Valuation of Staff-Related Liabilities

- c) Modest inflationary increases projected for professional and general service net remunerations in decentralized locations, taking into account factors such as inflation, exchange rate fluctuation and recent patterns of increases. The approach employed the lower CPI indexes in the region or country where FAO has large offices, ranging from 1.5 percent increase for non-headquarters FAO offices in Europe and Central Asia and Asia and the Pacific to a maximum of 5.0 percent increase in Africa and Near East and Latin America and the Caribbean regions. For example, the average inflation rates applied for the Africa region are 5.0 percent for 2020 and 2021 while the EIU CPI forecasts for Ghana, where FAO has a regional office, are around 9 percent each year. The same applies to the Near East region where the inflation rates for Egypt where the regional office is located are projected at 9 to 11 percent in 2020 and 2021.
- d) No increase for the basic medical insurance plan (BMIP), taking account of the cost containment efforts continuously pursued by the Organization and the insurer.⁶⁸
- e) No increase for education grant taking into account the new scheme implemented as part of the new professional staff compensation package effective for the school year in progress on 1 January 2018.⁶⁹
- f) No increase is applied for entitlement travel costs and all other entitlements and allowances.
- g) No increase is anticipated for the current service cost of after-service staff benefits in the future actuarial valuations. The estimates in the final actuarial valuation reports as at 31 December 2019 and 2020 will be the basis for 2020-21 expenditures. This remains a high-risk area to be managed during implementation.

288. The FAO governing bodies have been advised that staff costs are difficult to predict despite the refined information systems used to analyse current cost patterns and quantify trends and this leads to variances from the budgetary estimates prepared in advance of the budget implementation.⁷⁰

289. For example, as noted above in point g), the actuarial variations at end-2019 and end-2020 could introduce significant variances from the current assumptions. Similarly, inflation rates and exchange rate fluctuations for non-headquarters locations where the expenses in local currency are funded by the USD dollar assessments are difficult to predict. Any variance must be managed within the budgetary appropriation for the biennium, requiring programme adjustments during the implementation cycle to manage these unbudgeted costs, and adjustments are reflected under biennialization for the following biennium.

Goods and services – expenditure breakdown

290. *Goods and services* include other non-staff human resources (e.g. consultants), travel, general operating expenses, contracts and other (e.g. furniture and equipment). The inflation is estimated at USD 5.7 million, equivalent to a 1.4 percent increase in the biennium which are significantly lower compared to the EIU CPI forecasts for the World (5.7 percent and 5.8 percent for 2020 and 2021 respectively) and Italy (1.2 percent and 1.3 percent for 2020 and 2021 respectively).

291. The evolution of the estimated cost increases for 2020-21 is tabulated by main element in *Table 8*.

⁶⁸ FC 164/5 paragraphs 27-31 Funding of After Service Medical Coverage (ASMC) Liabilities

⁶⁹ FC 161/9 paragraphs 22-23 Recommendations and Decisions of the International Civil Service Commission to the General Assembly (including Changes in Salary Scales and Allowances)

⁷⁰ FC 113/10 Treatment of Staff Cost Variance

Table 8: Breakdown of total cost increases by cost element and location (USD million)

	PWB 2020-21 Proposed Net Appropriation at 2018-19 Cost	Biennialization	Inflation	Total Cost Increases	Cost Increase Percentage biennial	Proposed Net Appropriation at 2020-21 Cost
	a	b	c	d = b+c	e = d+a	f
Personnel Services						
Professional Staff						
Salary (headquarters)	214.2	(8.4)	3.6	(4.8)	(2.2%)	209.4
Salary (non-headquarters)	123.1	2.4	8.7	11.1	9.0%	134.2
Pension	75.5	4.1	1.7	5.8	7.7%	81.3
Education Grant	37.4	(9.7)	0.0	(9.7)	(26.0%)	27.7
Entitlement Travel	13.2	0.6	0.0	0.6	4.8%	13.8
Medical Cost	11.1	(4.2)	(0.0)	(4.2)	(37.6%)	6.9
Other Allowances	49.7	0.7	(0.1)	0.6	1.1%	50.2
- Dependency Allowance						
- Recruitment and Transfer Allowances						
- Rental Subsidy						
- Danger Pay						
- Representation Allowance						
Total - Professional Staff	524.1	(14.5)	13.9	(0.6)	(0.1%)	523.5
General Service Staff						
Salary (Headquarters)	70.0	0.7	1.0	1.7	2.5%	71.7
Salary (Non-Headquarters)	37.9	2.1	2.2	4.2	11.2%	42.1
Pension	21.5	0.3	0.6	0.9	4.2%	22.4
Medical Cost	15.5	(0.8)	(0.0)	(0.8)	(5.2%)	14.7
Other Allowances	5.8	2.0	(0.0)	2.0	33.7%	7.8
- Dependency Allowance						
- Language Allowance						
- Danger Pay						
Total - General Service Staff	150.7	4.2	3.8	8.0	5.3%	158.7
Personnel Services	674.7	(10.3)	17.7	7.4	1.1%	682.1
After Service Benefits	66.8	6.7	0.0	6.7	10.0%	73.5
Total Personnel Services	741.5	(3.6)	17.7	14.1	1.9%	755.6
Goods and Services						
- Consultant					HQ 1.5%	
- General Operating Expenses					DO 5.4%	
- Contract						
- Travel						
- Non-Expendable Procurement						
- Supplies and Materials						
Total Goods and Services	415.2	-	5.7	5.7	1.4%	420.9
Total Income	(170.9)	-	-	-	-	(170.9)
Grand Total	985.8	(3.6)	23.4	19.8	2.0%	1,005.6

Lapse factor

292. The lapse factor is an adjustment of the budgetary provision for the estimated cost of established posts to account for the fact that some of them will be vacant for some time as a result of staff movements. The lapse factor methodology, approved by the Council at its 107th session (November 1994), is based on three aspects: (i) staff turnover rates, as measured through separations; (ii) standard recruitment times; and (iii) the extent to which separations are foreseen, so that recruitment action can be anticipated and the effective lead time thus reduced.

293. In accordance with the established methodology, a five-year moving average (i.e. 2014 through 2018 inclusive) has been applied to calculate staff turnover rates. This results in an average turnover rate of 6.29 percent for professional staff and 7.48 percent for general service staff. Compared to the five-year moving average used in the PWB 2018-19, the turnover rate has slightly increased for professionals by 0.18 percent and slightly decreased for general service by 0.11 percent.

294. The standard recruitment lead times applied are as follows: professional 26 weeks, compared to 30 weeks in 2018-19; and general service 22 weeks. The extent of separations which can be foreseen is derived from a review of the reasons for separation, the results of which are summarised in *Table 9*.

Table 9: Extent to which recruitment action can be foreseen

Categories of Separations	Professional		General Service	
	Percent of population	No. of weeks foreseen	Percent of population	No. of weeks foreseen
Foreseen separations (e.g. mandatory requirements)	35	26 or more	24	22
Foreseen separations for a limited period (e.g. resignation with notice)	45	10	49	7
Unforeseen separations	21	0	27	0

295. These results have been applied to calculate the 2020-21 lapse factor of 1.52 percent for professional and 1.92 percent for general service costs respectively. Compared to the percentages used in 2018-19, the lapse factor has slightly increased for the professional and general service categories from 1.39 percent and 1.79 percent, respectively. Given the overall minimal change, the new lapse factor has a marginal impact on staff costs of USD 0.8 million when applied to all locations except country and liaison offices, which are exempt.

Annex 4: FAO's financial health, liquidity and reserves

Overview of balances on General and Related Funds

296. The financial health of the Organization can be appraised in relation to three components of the General and Related Funds as follows:

- a) the **General Fund** - reflects the accumulated historical result of all assessments on Members, miscellaneous and other income, offset by cumulative expenditures to execute the Programme of Work;
- b) the **Working Capital Fund (WCF)** - in accordance with Financial Regulation 6.2, the primary purpose of the WCF is to advance monies to the General Fund to finance expenditures pending receipt of assessed contributions to the budget. The WCF can also be used to finance emergency activities not contemplated in the budget;
- c) the **Special Reserve Account (SRA)** - established by Conference Resolution 27/77 in 1977 and expanded by Conference Resolutions 13/81 and 17/89 and further guidance from Conference in 2005,⁷¹ the SRA protects the Programme of Work against the effects of unbudgeted extra costs arising from adverse currency fluctuations and unbudgeted inflationary trends. The SRA can also advance monies on a reimbursement basis to the General Fund.

297. The balances on General and Related Funds as at 31 December 2017⁷² are summarized in Table 10.

Table 10: Balances on General and Related Funds as at 31 December 2017

	USD millions
General Fund (deficit)	(893.1)
Working Capital Fund	25.7
Special Reserve Account	30.4
Total General and Related Funds (deficit) at 31 December 2017	(837.0)

298. The main factors which have contributed to the deficit balance on the General and Related Funds at 31 December 2017 are summarized below.

Unfunded past service costs for ASMC and TPF

299. Since 1997 the Organization has progressively recorded an increased value of the past service liability associated with the After-service Medical Coverage (ASMC) plan and the Termination Payments Fund (TPF) as determined by the external actuarial valuation. The total unfunded liabilities reported at 31 December 2017 amounted to USD 993.1 million of which USD 935.0 million related to ASMC and USD 58.1 million related to TPF.

⁷¹ C2005/REP, paragraph 101

⁷² FC 170/2 page 4

Unbudgeted expenditures

300. In the period since 1998, unbudgeted expenditures totalling USD 59.3 million have not been matched with funding and have contributed to a deterioration of the total General and Related Fund deficit:

- a) Conference Resolutions 7/97 and 3/99 authorized the Director-General to meet redeployment and separation costs over and above the net budgetary appropriations approved for 1998-99 and 2000-01 respectively. The related costs of USD 10.6 million⁷³ and USD 8.4 million⁷⁴ were charged to the General Fund;
- b) payments in excess of the amounts determined by the actuarial valuation for the Termination Payments Fund (TPF) amounting to USD 9.4 million⁷⁵ in 2002-03; USD 2.9 million in 2004-05;⁷⁶ and USD 8.2 million in 2006-07⁷⁷ were charged to the General Fund without matching funding;
- c) unbudgeted current service costs of USD 13.4 million (*C 2009/5A footnote 6*) for ASMC were charged to the General Fund without matching funding in 2006-07; and
- d) a charge of USD 6.4 million (*C 2009/5A footnote 6*) was made against the Special Reserve Account in 2006-07 for a portion of the unforeseen headquarters general service salary increase.

Requirements to stabilize the General Fund deficit

301. As reported in previous biennia, unless significant measures are adopted by the governing bodies to address unfunded liabilities, the accumulated deficit under the General Fund will continue to deteriorate.

Funding After-service Medical Coverage past service liability

302. The ASMC past service liability represents the Organization's share of the cost of medical insurance claims that it is required to pay on behalf of retirees over their expected remaining lifetimes based on their past services with FAO. It should be distinguished from current service cost,⁷⁸ which is a standard component of staff costs and is covered in each biennium's Regular Programme budgetary appropriations. The total unfunded ASMC liability reported at 31 December 2017 amounted to USD 935.0 million.

303. FAO's ASMC past service liability has never been met from the budgetary appropriations or the Programme of Work. Whilst the PWB provides funding for the current service costs (i.e. the amounts which will be earned by staff members during the current biennium), there is only a partial funding mechanism to fund that part of the liability earned by staff members in prior periods (i.e. the past service liability). Beginning with the 2004-05 biennium and through the 2016-17 biennium, the Conference approved separate additional assessments on Members towards funding the ASMC past service liability. No separate additional assessments were approved by the Conference for the 2018-19 biennium.

304. In its regular review of this matter, the Finance Committee has consistently highlighted that the underfunding of After-service Medical Coverage liabilities was an issue facing all United Nations System Organizations and has emphasised the importance of adopting a common approach to address it amongst the members of the United Nations Common System⁷⁹.

⁷³ C2001/5, note 11

⁷⁴ C2003/5, note 10

⁷⁵ C2005/5A, note 10

⁷⁶ C2007/5A, note 9

⁷⁷ C2009/5A, footnote 6

⁷⁸ The current service cost arises each year as active staff members provide their services in exchange for these benefits to be paid in the future.

⁷⁹ CL 160/4, paragraph 8d)

305. In light of the ongoing review and discussion of this matter by both FAO's administration and the United Nations Common System, it is recommended to continue the approach previously followed of approving partial funding of USD 14.1 million towards the After-service Medical Coverage past service liability as a separate additional assessment for the biennium.

Funding Termination Payments Fund past service liability

306. Termination payments are the end of service payments, including accrued annual leave, repatriation grant, termination indemnities and cost of repatriation travel that will arise when staff members separate from the Organization. The liability at any point of time reflects an actuarial estimate of amounts earned by existing staff members. The total unfunded TPF liability reported at 31 December 2017 amounted to USD 58.1 million.

307. Whilst the PWB provides funding for the current service costs (i.e. the amounts which will be earned by staff members during the current biennium), there is no funding mechanism to fund that part of the liability earned by staff members in prior periods (i.e. the past service liability). This unfunded past service liability has never been met from the budgetary appropriations or the Programme of Work.

308. Given the emphasis to date on identifying measures to address the more significant unfunded past service liability for After-service Medical Coverage and the ongoing review and discussions on that matter, no incremental funding is requested to address the unfunded TPF liability in the 2020-21 biennium.

Requirements to address liquidity shortages

309. FAO continues to remain vulnerable to the timing of payments of major contributions and the Organization's recourse to external commercial borrowing to cover liquidity shortfalls during 2005, 2006 and 2007 was preceded by the full utilization of the Working Capital Fund (WCF) plus any available balance of the Special Reserve Account (SRA). This section quantifies the amounts to be considered for a one-time replenishment of the WCF and SRA reserves.

Replenishment of Working Capital Fund

310. The current authorized level of the Working Capital Fund was established in 1991 when it represented approximately one month of Regular Programme cash outflow. This level of USD 25.7 million is insufficient to cover even one month of current cash outflow (approximately USD 45 million). Preservation of the WCF at its authorized level means there is a risk of external commercial borrowing to deliver the approved programme of work.

311. An increase of the WCF from the currently authorized level of USD 25.7 million to at least one-month's Regular Programme cash flow (USD 45 million) would enable mitigation against potential vulnerability of the Organization with respect to delays in payments of Member Nations. Similarly, an authorized level covering two months' cash flow (USD 90 million) would provide a superior safety net. Given the continued vulnerability that the Organization experiences with respect to delays in the payments of Member Nations, it is recommended in this PWB that there be a one-time assessment on Members of USD 19.2 million to bring the WCF to USD 45 million.

Replenishment of Special Reserve Account

312. The authorized level of the SRA was set at 5 percent of the subsequent biennium budget by Conference Resolution 13/81 (equivalent to USD 50.3 million in the 2018-19 biennium), although it has not been replenished since 1991. The actual balance was USD 30.4 million at 31 December 2017.

313. Based on the historical analysis of charges to the SRA carried out in 2014⁸⁰ and in particular since the implementation of split assessments, the present balance of the SRA is considered adequate to cover the risks of unbudgeted costs due to inflationary factors and to cover foreign exchange gains and losses which have a cash impact on the Organization's reserves. No funding request to increase the SRA is therefore presented in this PWB.

⁸⁰ FC 154/5, paragraphs 14 to 16

Annex 5: Budget proposal by Strategic/Functional Objective and Outcome
(USD thousands)

Strategic/Functional Objective and Outcome	PWB 2020-21		
	Net Appropriation	Extrabudgetary	Total
1.1: Countries made explicit political commitment to eradicate hunger, food insecurity and malnutrition by 2030	51,933	115,585	167,517
1.2: Countries implemented inclusive governance and coordination mechanisms for eradicating hunger, food insecurity and all forms of malnutrition by 2030	14,923	27,925	42,849
1.3: Countries made decisions based on evidence for the eradication of hunger, food insecurity and all forms of malnutrition by 2030	13,951	55,221	69,172
1.4: Countries implemented effective policies, strategies and investment programmes to eradicate hunger, food insecurity and all forms of malnutrition by 2030	4,664	1,977	6,641
1 - Contribute to the eradication of hunger, food insecurity and malnutrition	85,470	200,708	286,178
2.1: Countries adopted practices to increase productivity sustainably while addressing climate change and environmental degradation in agriculture, forestry and fisheries	76,035	262,748	338,784
2.2: Countries developed or improved policies and governance mechanisms to address sustainable production, climate change and environmental degradation in agriculture, fisheries and forestry	28,888	88,352	117,240
2.3: Countries improved implementation of policies and international instruments for sustainable agriculture, fisheries and forestry	39,138	58,930	98,068
2.4: Countries made decisions based on evidence for sustainable agriculture, fisheries and forestry while addressing climate change and environmental degradation.	55,824	82,998	138,821
2 - Make agriculture, forestry and fisheries more productive and sustainable	199,885	493,028	692,913
3.1: Rural poor and rural poor organizations empowered to access productive resources, services and markets	30,529	83,969	114,497
3.2: Countries enhanced access of the rural poor to productive employment and decent work opportunities, particularly among youth and women	16,015	14,427	30,441
3.3: Countries enhanced access of the rural poor to social protection systems	11,063	4,561	15,624
3.4: Countries strengthened capacities to design, implement and evaluate gender equitable multi-sectoral policies, strategies and programmes to contribute to the achievement of SDG 1	9,679	1,868	11,547
3 - Reduce rural poverty	67,286	104,824	172,110
4.1: International standards, agreements and voluntary guidelines formulated to improve countries' access to, and functioning of, international markets	39,768	33,174	72,942
4.2: Countries designed and implemented policies, regulatory frameworks and institutional arrangements supportive of inclusive and efficient agrifood systems development	32,239	55,011	87,250
4.3: Countries enhanced public and private sector capacities and increased investments to promote inclusive agro-enterprises and value chain development	14,202	35,891	50,093
4.4: Countries made decisions based on evidence to support agrifood systems development	21,754	34,781	56,535
4 - Enable more inclusive and efficient agricultural and food systems	107,963	158,856	266,819
5.1: Countries adopted or implemented legal, policy and institutional systems and frameworks for risk reduction and crisis management	16,811	26,196	43,007

Strategic/Functional Objective and Outcome	PWB 2020-21		
	Net Appropriation	Extrabudgetary	Total
5.2: Countries made use of regular information and early warning against potential, known and emerging threats	12,588	41,273	53,861
5.3: Countries reduced risks and vulnerability at household and community level	17,949	242,792	260,740
5.4: Countries prepared for and managed effective responses to disasters and crises	7,242	565,505	572,747
5 - Increase the resilience of livelihoods to threats and crises	54,590	875,765	930,354
6.1: Quality and integrity of the technical and normative work of the Organization	39,327	821	40,148
6.2: Quality and use of FAO statistics to support evidence-based decision making	9,279	17,479	26,759
6.3: Quality services and coherent approaches to work on gender equality and women's empowerment that result in strengthened country capacity to formulate, implement and monitor policies and programmes that provide equal opportunities for men and women	3,528	1,186	4,714
6.4: Quality services for more inclusive and effective governance norms, mechanisms and institutions at global, regional and national level and in the Strategic Objective programmes	1,693	0	1,693
6.5: Quality and coherence of FAO's work on nutrition ensured through mainstreaming of nutrition across the Strategic Objectives and strengthening FAO's contribution in the international nutrition architecture	3,254	142	3,395
6.6: Quality and coherence of FAO's work on climate change ensured in line with the climate change strategy through mainstreaming across the Strategic Objectives and strengthening FAO's contribution to the national, regional and international climate change architecture	2,165	0	2,165
6.9: Multidisciplinary fund	10,000	0	10,000
6 - Technical quality, statistics and cross cutting themes (climate change, gender, governance and nutrition)	69,245	19,628	88,873
7.1: TCP management and support	4,444	0	4,444
7.2: TCP - Projects	136,344	0	136,344
7 - Technical Cooperation Programme	140,788	0	140,788
8.1: Partnerships, advocacy and capacity development including South-South Cooperation	31,054	2,392	33,446
8.2: Communications	29,739	321	30,061
8.3: Resource Mobilization	13,713	1,051	14,765
8 - Outreach	74,507	3,765	78,271
9.1: Information technology solutions and services	36,687	0	36,687
9 - Information Technology	36,687	0	36,687
10.1: FAO Governance	15,823	879	16,702
10.2: Oversight	12,552	408	12,960
10.3: Direction	35,720	648	36,369
10 - FAO governance, oversight and direction	64,095	1,935	66,031
11.1: Efficient and effective management of human resources	10,591	735	11,326
11.2: Efficient and effective management of financial resources	1,506	1,827	3,333
11.3: Efficient and effective administration	53,109	8,718	61,827
11 - Efficient and effective administration	65,206	11,279	76,485
12.1: Contingencies	600	0	600
12 - Contingencies	600	0	600
13.1: Capital Expenditure	16,892	0	16,892

Strategic/Functional Objective and Outcome	PWB 2020-21		
	Net Appropriation	Extrabudgetary	Total
13 - Capital Expenditure	16,892	0	16,892
14.1: Safe and secure operating environment for headquarters programme delivery	8,705	96	8,801
14.2: Safe and secure operating environment for worldwide programme delivery	13,716	60	13,776
14 - Security Expenditure	22,421	156	22,577
Total	1,005,635	1,869,946	2,875,581

Annex 6: 2020-21 Budget Proposal by Strategic/Functional Objective and Region

(USD thousands)

SO/FO	Headquarters/Global		Africa		Asia and Pacific		Europe and Central Asia		Latin America and the Caribbean		Near East		Total		
	Net Approp	Extra-budgetary	Net Approp	Extra-budgetary	Net Approp	Extra-budgetary	Net Approp	Extra-budgetary	Net Approp	Extra-budgetary	Net Approp	Extra-budgetary	Net Approp	Extra-budgetary	Total
1	33,322	56,693	22,396	66,498	8,392	37,892	3,206	1,597	12,628	28,303	5,526	9,724	85,470	200,708	286,178
2	98,871	210,733	40,435	121,898	21,038	67,623	6,975	11,064	21,375	52,306	11,192	29,405	199,885	493,028	692,913
3	35,565	27,562	8,136	28,537	5,856	13,873	3,555	5,330	8,281	22,748	5,893	6,774	67,286	104,824	172,110
4	64,584	69,296	15,243	21,201	9,727	45,102	4,930	4,671	9,065	10,888	4,415	7,697	107,963	158,856	266,819
5	29,876	69,487	8,554	508,181	5,466	110,016	1,740	9,861	5,160	24,421	3,793	153,799	54,590	875,765	930,354
6	66,013	16,442	803	284	757	2,750	486	32	693	58	494	61	69,245	19,628	88,873
7 - TCP	25,628	0	45,848	0	27,629	0	11,851	0	20,460	0	9,373	0	140,788	0	140,788
8	59,887	2,818	1,319	115	3,615	0	6,018	832	2,003	0	1,664	0	74,507	3,765	78,271
9	31,778	0	1,207	0	800	0	562	0	1,507	0	833	0	36,687	0	36,687
10	53,761	1,759	2,136	10	2,183	21	1,258	146	2,431		2,326		64,095	1,935	66,031
11	47,318	6,413	3,073	101	5,882	7	1,463	292	4,783	700	2,687	3,766	65,206	11,279	76,485
12 – Contingencies	600	0	0	0	0	0	0	0	0	0	0	0	600	0	600
13 – Capital Expenditure	16,892	0	0	0	0	0	0	0	0	0	0	0	16,892	0	16,892
14 – Security Expenditure	22,421	156	0	0	0	0	0	0	0	0	0	0	22,421	156	22,577
Total	586,515	461,358	149,151	746,825	91,345	277,284	42,043	33,828	88,386	139,424	48,195	211,227	1,005,635	1,869,946	2,875,581

Annex 7: 2020-21 Budget Proposal by Strategic/Functional Objective and Department/Office
(USD thousands)

Strategic/Functional Objective and Department/Office	Net Appropriation	Extrabudgetary	Total
1 - Contribute to the eradication of hunger, food insecurity and malnutrition	85,470	200,708	286,178
LEG - Legal and Ethics Office	995	0	995
DP - Programmes	6,169	10,833	17,002
DN - Climate and Natural Resources	0	973	973
ES - Economic and Social Development Department	17,809	24,469	42,278
CB - Climate, Biodiversity, Land and Water Department	991	592	1,582
AG - Agriculture and Consumer Protection Department	872	4,764	5,636
FI - Fisheries and Aquaculture Department	2,184	672	2,856
FO - Forestry Department	933	1,353	2,287
PS - Programme Support and Technical Cooperation Department	3,653	13,037	16,690
LO - Liaison Offices	117	0	117
RO - Regional Offices	13,422	22,112	35,534
FC - FAO Representations	32,001	118,677	150,679
SO - Subregional Offices	8,672	3,226	11,897
CI - Corporate Income	(2,347)	0	(2,347)
2 - Make agriculture, forestry and fisheries more productive and sustainable	199,885	493,028	692,913
LEG - Legal and Ethics Office	1,311	0	1,311
OCC - Office for Corporate Communication	265	0	265
DR - Operations	252	33	285
DP - Programmes	11,488	12,845	24,333
DN - Climate and Natural Resources	0	21,659	21,659
ES - Economic and Social Development Department	5,855	2,071	7,927
CB - Climate, Biodiversity, Land and Water Department	17,046	35,618	52,664
AG - Agriculture and Consumer Protection Department	27,264	28,876	56,140
FI - Fisheries and Aquaculture Department	23,958	50,330	74,288
FO - Forestry Department	11,212	56,753	67,965
PS - Programme Support and Technical Cooperation Department	1,666	2,548	4,214
LO - Liaison Offices	0	394	394
RO - Regional Offices	24,567	43,206	67,773
FC - FAO Representations	57,580	213,484	271,064
SO - Subregional Offices	22,698	25,212	47,910
CI - Corporate Income	(5,279)	0	(5,279)
3 - Reduce rural poverty	67,286	104,824	172,110
LEG - Legal and Ethics Office	191	0	191
DR - Operations	0	230	230

Strategic/Functional Objective and Department/Office	Net Appropriation	Extrabudgetary	Total
DP - Programmes	2,956	4,727	7,683
DN - Climate and Natural Resources	0	440	440
ES - Economic and Social Development Department	18,946	9,177	28,123
CB - Climate, Biodiversity, Land and Water Department	1,318	588	1,906
AG - Agriculture and Consumer Protection Department	4,628	5,651	10,279
FI - Fisheries and Aquaculture Department	3,436	28	3,464
FO - Forestry Department	3,288	6,664	9,952
PS - Programme Support and Technical Cooperation Department	1,240	56	1,296
LO - Liaison Offices	70	0	70
RO - Regional Offices	11,177	8,311	19,488
FC - FAO Representations	13,220	66,831	80,050
SO - Subregional Offices	8,571	2,121	10,692
CI - Corporate Income	(1,755)	0	(1,755)
4 - Enable more inclusive and efficient agricultural and food systems	107,963	158,856	266,819
LEG - Legal and Ethics Office	534	0	534
DR - Operations	252	0	252
DP - Programmes	9,244	17,225	26,470
DN - Climate and Natural Resources	0	1,114	1,114
ES - Economic and Social Development Department	24,610	18,689	43,298
CB - Climate, Biodiversity, Land and Water Department	1,750	3,306	5,056
AG - Agriculture and Consumer Protection Department	20,029	9,889	29,918
FI - Fisheries and Aquaculture Department	3,819	1,093	4,912
FO - Forestry Department	4,586	17,184	21,769
PS - Programme Support and Technical Cooperation Department	961	796	1,756
LO - Liaison Offices	509	28	537
RO - Regional Offices	11,915	21,213	33,128
FC - FAO Representations	24,332	62,548	86,879
SO - Subregional Offices	8,294	5,772	14,066
CI - Corporate Income	(2,871)	0	(2,871)
5 - Increase the resilience of livelihoods to threats and crises	54,590	875,765	930,354
OCC - Office for Corporate Communication	47	0	47
DR - Operations	0	33	33
DP - Programmes	5,475	7,250	12,726
DN - Climate and Natural Resources	0	202	202
ES - Economic and Social Development Department	6,549	4,680	11,229
CB - Climate, Biodiversity, Land and Water Department	3,220	420	3,640
AG - Agriculture and Consumer Protection Department	11,651	11,291	22,942
FI - Fisheries and Aquaculture Department	1,924	164	2,088
FO - Forestry Department	1,227	1,351	2,578

Strategic/Functional Objective and Department/Office	Net Appropriation	Extrabudgetary	Total
PS - Programme Support and Technical Cooperation Department	410	44,096	44,505
LO - Liaison Offices	598	80	677
RO - Regional Offices	9,437	74,421	83,858
FC - FAO Representations	8,519	721,968	730,487
SO - Subregional Offices	6,679	9,809	16,489
CI - Corporate Income	(1,147)	0	(1,147)
6 - Technical quality, statistics and cross cutting themes (climate change, gender, governance and nutrition)	69,245	19,628	88,873
OCC - Office for Corporate Communication	1,701	0	1,701
DR - Operations	0	33	33
DP - Programmes	2,660	0	2,660
DN - Climate and Natural Resources	4,291	0	4,291
ES - Economic and Social Development Department	24,777	15,755	40,532
CB - Climate, Biodiversity, Land and Water Department	3,736	258	3,994
AG - Agriculture and Consumer Protection Department	4,223	154	4,377
FI - Fisheries and Aquaculture Department	6,247	111	6,358
FO - Forestry Department	5,617	131	5,748
PS - Programme Support and Technical Cooperation Department	2,760	0	2,760
SP - Special Programmes	10,000	0	10,000
RO - Regional Offices	2,921	3,186	6,107
SO - Subregional Offices	312	0	312
7 - Technical Cooperation Programme	140,788	0	140,788
PS - Programme Support and Technical Cooperation Department	1,019	0	1,019
TP - Technical Cooperation Programme - Projects	136,344	0	136,344
RO - Regional Offices	3,144	0	3,144
SO - Subregional Offices	281	0	281
8 - Outreach	74,507	3,765	78,271
OCC - Office for Corporate Communication	27,811	397	28,208
DR - Operations	651	0	651
PS - Programme Support and Technical Cooperation Department	29,660	2,181	31,841
LO - Liaison Offices	13,560	1,072	14,632
RO - Regional Offices	8,755	115	8,869
CI - Corporate Income	(5,930)	0	(5,930)
9 - Information Technology	36,687	0	36,687
DR - Operations	40,897	0	40,897
RO - Regional Offices	3,417	0	3,417
SO - Subregional Offices	1,492	0	1,492
CI - Corporate Income	(9,120)	0	(9,120)

Strategic/Functional Objective and Department/Office	Net Appropriation	Extrabudgetary	Total
10 - FAO governance, oversight and direction	64,095	1,935	66,031
ODG - Office of the Director-General	8,320	0	8,320
LEG - Legal and Ethics Office	7,068	573	7,641
OED - Office of Evaluation	8,026	209	8,235
OIG - Office of the Inspector-General	8,707	189	8,896
OSP - Office of Strategy, Planning and Resources Management	11,226	0	11,226
DR - Operations	30,305	788	31,093
SP - Special Programmes	2,261	0	2,261
RO - Regional Offices	10,334	177	10,510
CI - Corporate Income	(22,151)	0	(22,151)
11 - Efficient and effective administration	65,206	11,279	76,485
LEG - Legal and Ethics Office	1,414	0	1,414
OHR - Office of Human Resources	11,946	446	12,392
CS - Corporate Services Department	60,225	5,722	65,947
SP - Special Programmes	4,460	0	4,460
LO - Liaison Offices	463	244	707
RO - Regional Offices	17,888	4,867	22,755
CI - Corporate Income	(31,190)	0	(31,190)

Annex 8: 2020-21 Budget Proposal by Organizational Unit
(USD thousands)

Department/Organizational Unit	Adjusted PWB 2018-19			Change			PWB 2020-21		
	Net Appropriation	Extrabudgetary	Total	Net Appropriation	Extrabudgetary	Total	Net Appropriation	Extrabudgetary	Total
ODG - Office of the Director-General	8,344	0	8,344	(23)	0	(23)	8,320	0	8,320
LEG - Legal and Ethics Office	11,000	138	11,138	513	435	948	11,513	573	12,086
OCC - Office for Corporate Communication	29,774	305	30,079	50	92	142	29,824	397	30,221
OED - Office of Evaluation	8,025	74	8,098	1	135	136	8,026	209	8,235
OHR - Office of Human Resources	11,230	620	11,851	715	(174)	541	11,946	446	12,392
OIG - Office of the Inspector-General	8,741	93	8,834	(34)	96	62	8,707	189	8,896
OSP - Office of Strategy, Planning and Resources Management	11,222	0	11,222	4	0	3	11,226	0	11,226
Apex	88,336	1,231	89,566	1,226	584	1,810	89,561	1,815	91,376
DDO - Deputy Director-General (Operations)	1,892	0	1,892	1,026	0	1,026	2,918	0	2,918
CIO - Information Technology Division	40,680	0	40,680	723	329	1,051	41,402	329	41,731
CPA - Conference, Council and Protocol Affairs Division	20,571	458	21,029	187	276	463	20,759	733	21,492
OSD - Office of Support to Decentralized Offices	7,232	1,067	8,299	48	(1,012)	(964)	7,280	55	7,335
DR - Operations	70,375	1,524	71,900	1,984	(408)	1,576	72,359	1,116	73,476

Department/Organizational Unit	Adjusted PWB 2018-19			Change			PWB 2020-21		
	Net Appropriation	Extrabudgetary	Total	Net Appropriation	Extrabudgetary	Total	Net Appropriation	Extrabudgetary	Total
DDP - Deputy Director-General (Programmes)	1,941	0	1,941	(226)	0	(226)	1,715	0	1,715
SP1 - Hunger Eradication, Food Security and Nutrition Programme Management Team	1,346	0	1,346	13	5,159	5,172	1,359	5,159	6,518
SP2 - Sustainable Agriculture Programme Management Team	1,313	0	1,313	11	0	11	1,325	0	1,325
SP3 - Rural Poverty Reduction Programme Management Team	1,284	30	1,314	12	27	39	1,295	57	1,352
SP4 - Food Systems Programme Management Team	1,284	392	1,676	12	663	675	1,296	1,055	2,351
SP5 - Resilience Programme Management Team	1,102	0	1,102	5	5,835	5,840	1,107	5,835	6,942
OCS - Office of Chief Statistician	931	0	931	14	0	14	945	0	945
DPI - Investment Centre Division	0	0	0	28,951	40,775	69,726	28,951	40,775	69,726
DPS - Partnerships and South-South Cooperation Division	28,205	15,407	43,613	(28,205)	(15,407)	(43,613)	0	0	0
DP - Programmes	37,406	15,829	53,235	587	37,051	37,638	37,993	52,881	90,873
DDN - Deputy Director-General (Climate and Natural Resources)	5,746	622	6,368	(1,455)	23,766	22,311	4,291	24,388	28,679
DN - Climate and Natural Resources	5,746	622	6,368	(1,455)	23,766	22,311	4,291	24,388	28,679
ESD - Office of Assistant Director-General	9,576	113	9,689	(4,491)	17	(4,474)	5,085	130	5,215
ESA - Agricultural Development Economics Division	11,901	34,626	46,527	5,048	(6,410)	(1,361)	16,949	28,217	45,166

Department/Organizational Unit	Adjusted PWB 2018-19			Change			PWB 2020-21		
	Net Appropriation	Extrabudgetary	Total	Net Appropriation	Extrabudgetary	Total	Net Appropriation	Extrabudgetary	Total
ESN - Nutrition and Food Systems Division	18,008	6,148	24,156	544	4,465	5,009	18,552	10,613	29,165
ESP - Social Policies and Rural Institutions Division	19,906	13,224	33,130	154	(1,744)	(1,590)	20,060	11,480	31,540
ESS - Statistics Division	17,059	14,781	31,840	23	7,125	7,149	17,082	21,906	38,988
EST - Trade and Markets Division	20,770	709	21,479	48	1,786	1,834	20,818	2,495	23,313
ES - Economic and Social Development Department	97,219	69,601	166,820	1,327	5,239	6,566	98,546	74,840	173,386
CBD - Office of Assistant Director-General	5,921	9,449	15,370	2,088	7,025	9,113	8,009	16,473	24,483
CBC - Climate and Environment Division	10,270	17,329	27,599	36	(9,062)	(9,026)	10,307	8,267	18,574
CBL - Land and Water Division	9,237	14,611	23,848	508	1,431	1,940	9,745	16,042	25,787
CB - Climate, Biodiversity, Land and Water Department	25,428	41,388	66,817	2,633	(606)	2,027	28,061	40,782	68,844
AGD - Office of Assistant Director-General	15,446	15,310	30,756	(435)	125	(310)	15,010	15,436	30,446
AGF - Office of Food Safety	12,694	2,918	15,612	87	1,076	1,163	12,781	3,994	16,776
AGA - Animal Production and Health Division	15,510	15,332	30,842	(1)	813	812	15,509	16,145	31,654
AGE - Joint FAO/IAEA Division of Nuclear Techniques in Food and Agriculture	5,908	302	6,210	(46)	(191)	(237)	5,862	111	5,972
AGP - Plant Production and Protection Division	19,001	26,638	45,639	505	(1,697)	(1,193)	19,506	24,940	44,446
AG - Agriculture and Consumer Protection Department	68,559	60,500	129,059	109	125	235	68,668	60,626	129,293

Department/Organizational Unit	Adjusted PWB 2018-19			Change			PWB 2020-21		
	Net Appropriation	Extrabudgetary	Total	Net Appropriation	Extrabudgetary	Total	Net Appropriation	Extrabudgetary	Total
FID - Office of Assistant Director-General	2,931	36,558	39,489	50	(7,819)	(7,770)	2,981	28,738	31,719
FIA - Fisheries and Aquaculture Policy and Resources Division	38,127	33,952	72,079	460	(10,292)	(9,832)	38,587	23,660	62,247
FI - Fisheries and Aquaculture Department	41,058	70,510	111,568	510	(18,112)	(17,602)	41,568	52,398	93,966
FOD - Office of Assistant Director-General	5,471	196	5,667	(327)	2,169	1,842	5,144	2,365	7,509
FOA - Forestry Policy and Resources Division	21,268	58,934	80,202	451	22,138	22,589	21,720	81,071	102,791
FO - Forestry Department	26,739	59,129	85,869	124	24,307	24,431	26,863	83,436	110,300
TCD - Office of Assistant Director-General	3,568	0	3,568	(3,568)	0	(3,568)	0	0	0
TCE - Emergency and Rehabilitation Division	419	45,723	46,142	(419)	(45,723)	(46,142)	0	0	0
TCI - Investment Centre Division	28,813	50,894	79,707	(28,813)	(50,894)	(79,707)	0	0	0
TCR - Resource Mobilization Division	9,785	1,610	11,395	(9,785)	(1,610)	(11,395)	0	0	0
TC - Technical Cooperation Department	42,585	98,228	140,812	(42,585)	(98,228)	(140,812)	0	0	0
PSD - Office of Assistant Director-General	0	0	0	4,158	0	4,158	4,158	0	4,158
PSR - Business Development and Resource Mobilization Division	0	0	0	9,308	0	9,308	9,308	0	9,308
PSE - Emergency and Resilience Division	0	0	0	601	44,365	44,966	601	44,365	44,966

Department/Organizational Unit	Adjusted PWB 2018-19			Change			PWB 2020-21		
	Net Appropriation	Extrabudgetary	Total	Net Appropriation	Extrabudgetary	Total	Net Appropriation	Extrabudgetary	Total
PSP - Partnerships Division	0	0	0	23,669	16,820	40,489	23,669	16,820	40,489
OSS - Office of South-South and Triangular Cooperation	0	0	0	3,632	1,528	5,159	3,632	1,528	5,159
PS - Programme Support and Technical Cooperation Department	0	0	0	41,368	62,713	104,081	41,368	62,713	104,081
CSD - Office of Assistant Director-General	5,562	1,573	7,135	27,015	2,652	29,666	32,577	4,224	36,801
CSA - Administrative Services Division	27,111	2,254	29,366	(27,111)	(2,254)	(29,366)	0	0	0
CSF - Finance Division	13,966	1,436	15,402	(57)	35	(22)	13,908	1,471	15,380
CSS - Shared Services Centre	12,470	13	12,483	1,269	14	1,283	13,739	27	13,766
CS - Corporate Services Department	59,109	5,276	64,385	1,115	446	1,561	60,225	5,722	65,947
IAC - Contributions to Inter-agency Coordination	2,227	0	2,227	34	0	34	2,261	0	2,261
OSM - Multidisciplinary Fund	10,000	0	10,000	0	0	0	10,000	0	10,000
SPJ - Junior Professional Programme	4,623	0	4,623	(162)	0	(162)	4,460	0	4,460
SP - Special Programmes	16,850	0	16,850	(129)	0	(129)	16,721	0	16,721
LOB - Liaison Office with European Union and Belgium (Brussels)	913	0	913	(13)	545	532	901	545	1,446
LOG - Liaison Office with the United Nations (Geneva)	2,978	0	2,978	83	168	251	3,061	168	3,229
LOJ - Liaison Office with Japan (Yokohama)	1,550	715	2,265	15	(368)	(353)	1,565	347	1,912

Department/Organizational Unit	Adjusted PWB 2018-19			Change			PWB 2020-21		
	Net Appropriation	Extrabudgetary	Total	Net Appropriation	Extrabudgetary	Total	Net Appropriation	Extrabudgetary	Total
LON - Liaison Office with the United Nations (New York)	4,171	0	4,171	44	0	44	4,215	0	4,215
LOR - Liaison Office with the Russian Federation (Moscow)	1,612	0	1,612	19	274	292	1,631	274	1,905
LOW - Liaison Office for North America (Washington, D.C.)	4,075	555	4,630	(133)	(71)	(204)	3,942	484	4,426
LO - Liaison Offices	15,300	1,270	16,570	16	548	564	15,316	1,818	17,133
TPI - TCP Projects - Inter-regional and Emergency Facility	24,609	0	24,609	0	0	0	24,609	0	24,609
TPA - TCP Projects - Africa	44,741	0	44,741	0	0	0	44,741	0	44,741
TPP - TCP Projects - Asia and the Pacific	26,845	0	26,845	0	0	0	26,845	0	26,845
TPL - TCP Projects - Latin America and the Caribbean	19,905	0	19,905	0	0	0	19,905	0	19,905
TPN - TCP Projects - Near East and North Africa	8,941	0	8,941	0	0	0	8,941	0	8,941
TPE - TCP Projects - Europe and Central Asia	11,303	0	11,303	0	0	0	11,303	0	11,303
TP - Technical Cooperation Programme - Projects	136,344	0	136,344	0	0	0	136,344	0	136,344
RAF - Regional Office for Africa (Accra)	24,021	15,936	39,957	(621)	30,541	29,920	23,400	46,477	69,877
SFW - Subregional Office for West Africa (Dakar)	3,594	0	3,594	1,099	1,054	2,152	4,693	1,054	5,747
SFC - Subregional Office for Central Africa (Libreville)	5,746	43	5,789	59	6,358	6,417	5,806	6,401	12,207

Department/Organizational Unit	Adjusted PWB 2018-19			Change			PWB 2020-21		
	Net Appropriation	Extrabudgetary	Total	Net Appropriation	Extrabudgetary	Total	Net Appropriation	Extrabudgetary	Total
SFE - Subregional Office for Eastern Africa (Addis Ababa)	7,560	3,034	10,593	80	3,189	3,269	7,639	6,223	13,862
SFS - Subregional Office for Southern Africa (Harare)	7,452	1,873	9,325	130	9,824	9,954	7,582	11,697	19,278
FRA - FAORs in Africa	54,466	598,379	652,845	5,524	76,595	82,119	59,990	674,974	734,964
Africa	102,839	619,265	722,104	6,271	127,560	133,831	109,110	746,825	855,935
RAP - Regional Office for Asia and the Pacific (Bangkok)	30,364	26,095	56,458	1,466	6,559	8,026	31,830	32,654	64,484
SAP - Subregional Office for the Pacific Islands (Apia)	5,290	4,222	9,512	(5)	(335)	(340)	5,285	3,887	9,172
FAP - FAORs in Asia and the Pacific	24,514	204,287	228,801	3,656	36,109	39,765	28,171	240,395	268,566
Asia and Pacific	60,168	234,604	294,771	5,118	42,333	47,451	65,286	276,936	342,222
REU - Regional Office for Europe and Central Asia (Budapest)	15,397	13,603	29,001	791	729	1,520	16,188	14,332	30,520
SEC - Subregional Office for Central Asia (Ankara)	4,496	8,833	13,330	289	(5,971)	(5,682)	4,785	2,863	7,648
FEU - FAORs in Europe and Central Asia	4,095	11,369	15,464	315	4,277	4,592	4,410	15,646	20,056
Europe and Central Asia	23,989	33,805	57,794	1,395	(964)	430	25,384	32,841	58,225
RLC - Regional Office for Latin America and the Caribbean (Santiago)	22,833	18,784	41,617	2,239	3,288	5,527	25,072	22,072	47,144
SLC - Subregional Office for the Caribbean (Bridgetown)	6,906	13,144	20,050	422	(7,699)	(7,277)	7,327	5,446	12,773
SLM - Sub-regional Office for Mesoamerica (Panama City)	6,208	7,277	13,485	748	(669)	80	6,956	6,608	13,564

Department/Organizational Unit	Adjusted PWB 2018-19			Change			PWB 2020-21		
	Net Appropriation	Extrabudgetary	Total	Net Appropriation	Extrabudgetary	Total	Net Appropriation	Extrabudgetary	Total
FLA - FAORs in Latin America and the Caribbean	27,491	88,247	115,738	3,277	17,052	20,329	30,768	105,299	136,067
Latin America and the Caribbean	63,437	127,452	190,890	6,687	11,972	18,659	70,124	139,424	209,548
RNE - Regional Office for the Near East and North Africa (Cairo)	20,080	14,399	34,478	406	47,673	48,079	20,486	62,072	82,558
SNE - Subregional Office for North Africa (Tunis)	6,273	1,239	7,512	85	518	603	6,358	1,757	8,114
SNG - Subregional Office for the Gulf Cooperation Council States and Yemen (Abu Dhabi)	0	0	0	0	205	205	0	205	205
SNM - Subregional Office for Mashreq Countries (Beirut)	576	0	576	(7)	0	(7)	568	0	568
FNE - FAORs in the Near East	11,306	108,265	119,571	1,006	38,929	39,935	12,312	147,194	159,506
Near East	38,234	123,903	162,137	1,489	87,324	88,814	39,724	211,227	250,951
Corporate Income and Cost Recoveries (net)	(54,000)	0	(54,000)	(27,789)	0	(27,789)	(81,789)	0	(81,789)
Contingencies	600	0	600	0	0	0	600	0	600
Capital Expenditure	16,892	0	16,892	0	0	0	16,892	0	16,892
Security Expenditure	22,421	231	22,652	0	(75)	(75)	22,421	156	22,577
Total	1,005,635	1,564,368	2,570,003	0	305,578	305,578	1,005,635	1,869,946	2,875,581

Annex 9: Post counts by grade group and organizational unit

Department/Organizational Unit	Adjusted PWB 2018-19					Change					PWB 2020-21				
	D	P	N	G	Total	D	P	N	G	Total	D	P	N	G	Total
Office of the Director-General (ODG)	3	9	0	12	24	0	0	0	0	0	3	9	0	12	24
Legal and Ethics Office (LEG)	2	19	0	10	31	0	0	0	0	0	2	19	0	10	31
Office for Corporate Communication (OCC)	2	44	0	33	79	0	0	0	0	0	2	44	0	33	79
Office of Evaluation (OED)	1	8	0	3	12	0	0	0	0	0	1	8	0	3	12
Office of Human Resources (OHR)	2	16	0	14	32	0	3	0	(1)	2	2	19	0	13	34
Office of the Inspector-General (OIG)	1	18	0	6	25	0	1	0	(2)	(1)	1	19	0	4	24
Office of Strategy, Planning and Resources Management (OSP)	2	21	0	7	30	0	(1)	0	0	(1)	2	20	0	7	29
Apex	13	135	0	85	233	0	3	0	(3)	0	13	138	0	82	233
Deputy Director-General (Operations) (DDO)	1	7	0	44	52	0	(4)	0	(40)	(44)	1	3	0	4	8
Information Technology Division (CIO)	2	43	0	11	56	0	1	0	0	1	2	44	0	11	57
Conference, Council and Protocol Affairs Division (CPA)	2	29	0	34	65	0	(1)	0	(1)	(2)	2	28	0	33	63
Office of Support to Decentralized Offices (OSD)	1	10	0	9	20	0	1	0	(2)	(1)	1	11	0	7	19
Operations (DR)	6	89	0	98	193	0	(3)	0	(43)	(46)	6	86	0	55	147
Deputy Director-General (Programmes) (DDP)	1	2	0	2	5	0	(1)	0	0	(1)	1	1	0	2	4
Hunger Eradication, Food Security and Nutrition Programme Management Team (SP1)	1	1	0	2	4	0	0	0	0	0	1	1	0	2	4
Sustainable Agriculture Programme Management Team (SP2)	1	1	0	2	4	0	0	0	0	0	1	1	0	2	4
Rural Poverty Reduction Programme Management Team (SP3)	1	1	0	2	4	0	0	0	0	0	1	1	0	2	4
Food Systems Programme Management Team (SP4)	1	1	0	2	4	0	0	0	0	0	1	1	0	2	4
Resilience Programme Management Team (SP5)	1	1	0	1	3	0	0	0	0	0	1	1	0	1	3

Department/Organizational Unit	Adjusted PWB 2018-19					Change					PWB 2020-21				
	D	P	N	G	Total	D	P	N	G	Total	D	P	N	G	Total
Office of Chief Statistician (OCS)	1	0	0	2	3	0	0	0	0	0	1	0	0	2	3
Investment Centre Division (DPI)	0	0	0	0	0	5	71	0	30	106	5	71	0	30	106
Partnerships and South-South Cooperation Division (DPS)	3	41	0	23	67	(3)	(41)	0	(23)	(67)	0	0	0	0	0
Programmes (DP)	10	48	0	36	94	2	29	0	8	39	12	77	0	43	132
Deputy Director-General (Climate and Natural Resources) (DDN)	1	3	0	6	10	0	0	0	0	0	1	3	0	6	10
Climate and Natural Resources (DN)	1	3	0	6	10	0	0	0	0	0	1	3	0	6	10
Office of Assistant Director-General (ESD)	1	13	0	10	24	0	(8)	0	(3)	(11)	1	5	0	7	13
Agricultural Development Economics Division (ESA)	2	20	0	9	31	0	9	0	3	12	2	29	0	12	43
Nutrition and Food Systems Division (ESN)	2	30	0	9	41	0	1	0	0	1	2	31	0	9	42
Social Policies and Rural Institutions Division (ESP)	2	27	0	8	37	0	0	0	0	0	2	27	0	8	37
Statistics Division (ESS)	2	30	0	24	56	0	0	0	0	0	2	30	0	24	56
Trade and Markets Division (EST)	2	39	0	23	64	0	1	0	(1)	0	2	40	0	22	64
Economic and Social Development Department (ES)	11	159	0	83	253	0	3	0	(1)	2	11	162	0	82	255
Office of Assistant Director-General (CBD)	3	7	0	8	18	0	0	0	0	0	3	7	0	8	18
Climate and Environment Division (CBC)	2	17	0	7	26	0	0	0	0	0	2	17	0	7	26
Land and Water Division (CBL)	2	16	0	7	25	0	0	0	0	0	2	16	0	7	25
Climate, Biodiversity, Land and Water Department (CB)	7	40	0	22	69	0	0	0	0	0	7	40	0	22	69
Office of Assistant Director-General (AGD)	1	16	0	16	33	0	0	0	0	0	1	16	0	16	33
Office of Food Safety (AGF)	1	17	0	12	30	0	0	0	0	0	1	17	0	12	30
Animal Production and Health Division (AGA)	2	27	0	12	41	0	0	0	0	0	2	27	0	12	41
Joint FAO/IAEA Division of Nuclear Techniques in Food and Agriculture (AGE)	1	7	0	0	8	0	0	0	0	0	1	7	0	0	8

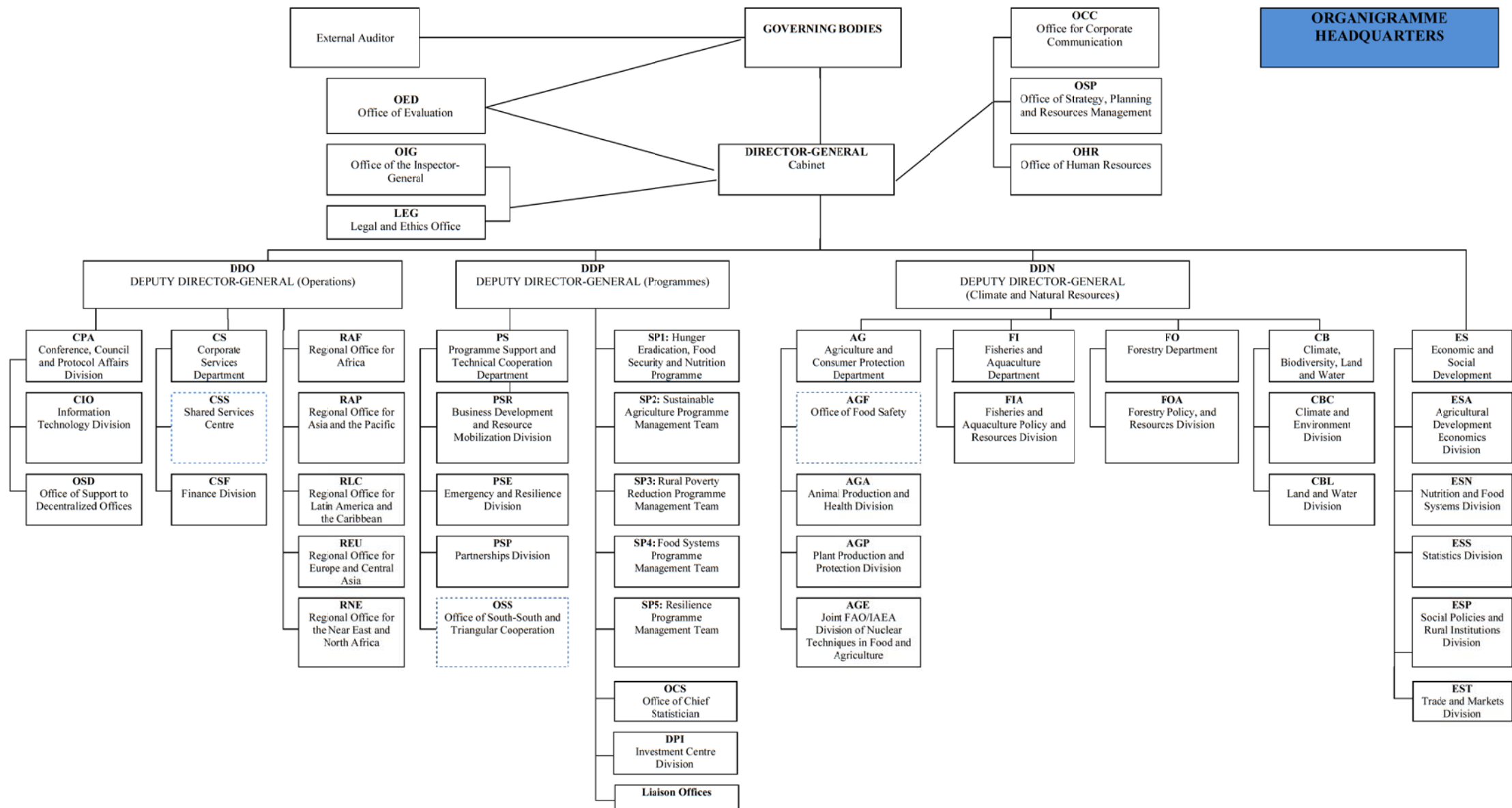
Department/Organizational Unit	Adjusted PWB 2018-19					Change					PWB 2020-21				
	D	P	N	G	Total	D	P	N	G	Total	D	P	N	G	Total
Plant Production and Protection Division (AGP)	2	33	0	22	57	0	0	0	0	0	2	33	0	22	57
Agriculture and Consumer Protection Department (AG)	7	100	0	62	169	0	0	0	0	0	7	100	0	62	169
Office of Assistant Director-General (FID)	1	1	0	5	7	0	0	0	0	0	1	1	0	5	7
Fisheries and Aquaculture Policy and Resources Division (FIA)	3	71	0	46	120	0	1	0	(1)	0	3	72	0	45	120
Fisheries and Aquaculture Department (FI)	4	72	0	51	127	0	1	0	(1)	0	4	73	0	50	127
Office of Assistant Director-General (FOD)	1	6	0	8	15	0	(1)	0	0	(1)	1	5	0	8	14
Forestry Policy and Resources Division (FOA)	3	38	0	15	56	0	1	0	0	1	3	39	0	15	57
Forestry Department (FO)	4	44	0	23	71	0	0	0	0	0	4	44	0	23	71
Office of Assistant Director-General (TCD)	1	3	0	6	10	(1)	(3)	0	(6)	(10)	0	0	0	0	0
Emergency and Rehabilitation Division (TCE)	0	2	0	0	2	0	(2)	0	0	(2)	0	0	0	0	0
Investment Centre Division (TCI)	5	71	0	30	106	(5)	(71)	0	(30)	(106)	0	0	0	0	0
Resource Mobilization Division (TCR)	1	16	0	15	32	(1)	(16)	0	(15)	(32)	0	0	0	0	0
Technical Cooperation Department (TC)	7	92	0	51	150	(7)	(92)	0	(51)	(150)	0	0	0	0	0
Office of Assistant Director-General (PSD)	0	0	0	0	0	1	5	0	6	12	1	5	0	6	12
Business Development and Resource Mobilization Division (PSR)	0	0	0	0	0	1	15	0	14	30	1	15	0	14	30
Emergency and Resilience Division (PSE)	0	0	0	0	0	0	2	0	1	3	0	2	0	1	3
Partnerships Division (PSP)	0	0	0	0	0	3	33	0	18	54	3	33	0	18	54
Office of South-South and Triangular Cooperation (OSS)	0	0	0	0	0	1	5	0	4	10	1	5	0	4	10
Programme Support and Technical Cooperation Department (PS)	0	0	0	0	0	6	60	0	43	109	6	60	0	43	109
Office of Assistant Director-General (CSD)	1	4	0	11	16	1	20	0	75	96	2	24	0	86	112
Administrative Services Division (CSA)	1	15	0	35	51	(1)	(15)	0	(35)	(51)	0	0	0	0	0

Department/Organizational Unit	Adjusted PWB 2018-19					Change					PWB 2020-21				
	D	P	N	G	Total	D	P	N	G	Total	D	P	N	G	Total
Finance Division (CSF)	1	28	0	14	43	0	0	0	0	0	1	28	0	14	43
Shared Services Centre (CSS)	1	16	9	72	98	0	1	1	(1)	1	1	17	10	71	99
Corporate Services Department (CS)	4	63	9	132	208	0	6	1	39	46	4	69	10	171	254
Junior Professional Programme (SPJ)	0	25	0	0	25	0	0	0	0	0	0	25	0	0	25
Special Programmes (SP)	0	25	0	0	25	0	0	0	0	0	0	25	0	0	25
Liaison Office with European Union and Belgium (Brussels) (LOB)	1	0	0	1	2	0	0	0	0	0	1	0	0	1	2
Liaison Office with the United Nations (Geneva) (LOG)	1	3	0	2	6	0	1	0	(1)	0	1	4	0	1	6
Liaison Office with Japan (Yokohama) (LOJ)	1	1	0	1	3	0	0	0	0	0	1	1	0	1	3
Liaison Office with the United Nations (New York) (LON)	1	3	0	3	7	0	0	0	0	0	1	3	0	3	7
Liaison Office with the Russian Federation (Moscow) (LOR)	1	1	0	1	3	0	0	0	0	0	1	1	0	1	3
Liaison Office for North America (Washington, D.C.) (LOW)	1	1	0	8	10	0	0	0	0	0	1	1	0	8	10
Liaison Offices (LO)	6	9	0	16	31	0	1	0	(1)	0	6	10	0	15	31
FAO Representations (FC)	20	64	171	477	732	(1)	1	1	(1)	0	19	65	172	476	732
Regional Office for Africa (Accra) (RAF)	3	38	1	37	79	0	(2)	1	0	(1)	3	36	2	37	78
Subregional Office for West Africa (Dakar) (SFW)	1	6	2	5	14	0	2	(1)	0	1	1	8	1	5	15
Subregional Office for Central Africa (Libreville) (SFC)	1	8	3	5	17	0	0	0	0	0	1	8	3	5	17
Subregional Office for Eastern Africa (Addis Ababa) (SFE)	1	11	3	6	21	0	0	0	0	0	1	11	3	6	21
Subregional Office for Southern Africa (Harare) (SFS)	1	10	3	9	23	0	0	0	0	0	1	10	3	9	23
Africa (RAF)	7	73	12	62	154	0	0	0	0	0	7	73	12	62	154
Regional Office for Asia and the Pacific (Bangkok) (RAP)	3	50	1	71	125	0	0	4	(4)	0	3	50	5	67	125
Subregional Office for the Pacific Islands (Apia) (SAP)	1	9	1	7	18	0	0	0	0	0	1	9	1	7	18

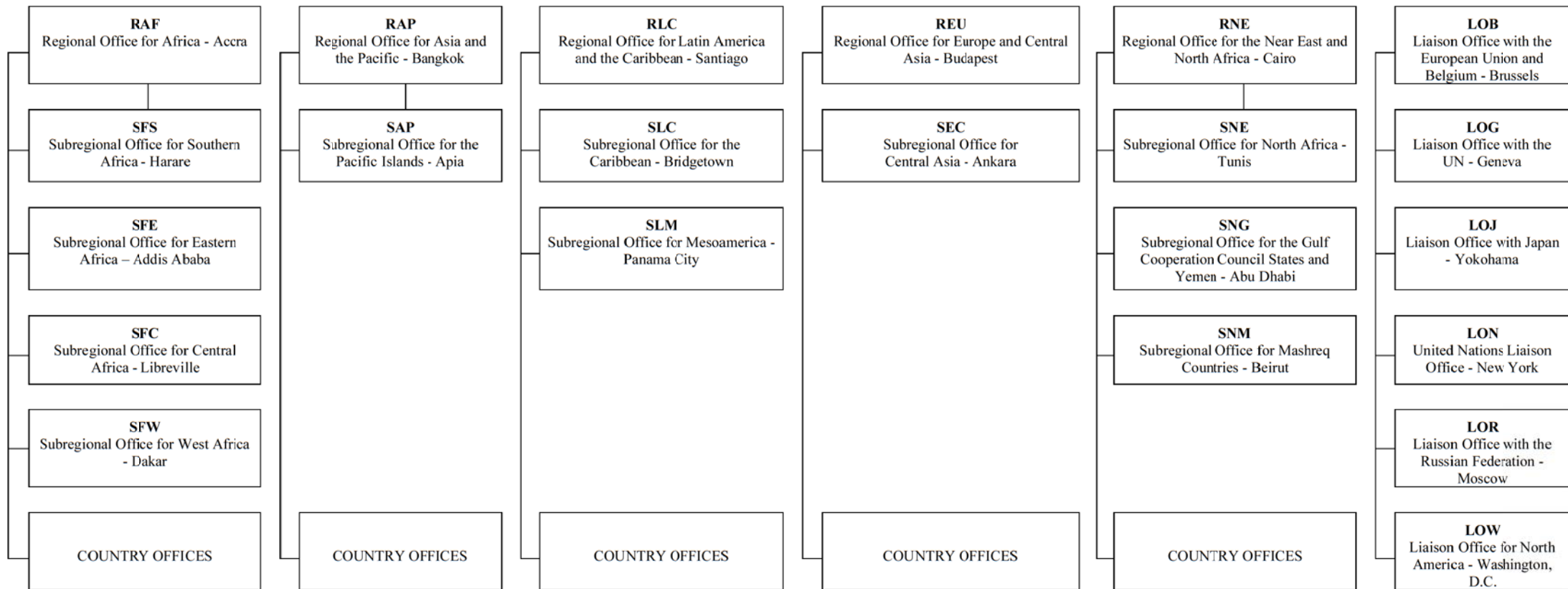
Department/Organizational Unit	Adjusted PWB 2018-19					Change					PWB 2020-21				
	D	P	N	G	Total	D	P	N	G	Total	D	P	N	G	Total
Asia and Pacific (RAP)	4	59	2	78	143	0	0	4	(4)	0	4	59	6	74	143
Regional Office for Europe and Central Asia (Budapest) (REU)	3	24	4	21	52	0	0	0	0	0	3	24	4	21	52
Subregional Office for Central Asia (Ankara) (SEC)	1	7	2	9	19	0	0	0	0	0	1	7	2	9	19
Europe and Central Asia (REU)	4	31	6	30	71	0	0	0	0	0	4	31	6	30	71
Regional Office for Latin America and the Caribbean (Santiago) (RLC)	3	31	4	41	79	0	0	1	(1)	0	3	31	5	40	79
Subregional Office for the Caribbean (Bridgetown) (SLC)	1	9	2	10	22	0	0	0	0	0	1	9	2	10	22
Sub-regional Office for Mesoamerica (Panama City) (SLM)	1	9	3	6	19	0	1	0	0	1	1	10	3	6	20
Latin America and the Caribbean (RLC)	5	49	9	57	120	0	1	1	(1)	1	5	50	10	56	121
Regional Office for the Near East and North Africa (Cairo) (RNE)	3	30	4	31	68	0	0	0	0	0	3	30	4	31	68
Subregional Office for North Africa (Tunis) (SNE)	1	8	3	12	24	0	0	0	0	0	1	8	3	12	24
Subregional Office for the Gulf Cooperation Council States and Yemen (Abu Dhabi) (SNG)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subregional Office for Mashreq Countries (Beirut) (SNM)	1	0	0	0	1	0	0	0	0	0	1	0	0	0	1
Near East (RNE)	5	38	7	43	93	0	0	0	0	0	5	38	7	43	93
Total	125	1,193	216	1,411	2,945	0	10	7	(17)	0	125	1,203	223	1,394	2,945

Annex 10: Organizational Chart – headquarters and decentralized offices

ORGANIGRAMME HEADQUARTERS



**ORGANIGRAMME
DECENTRALIZED OFFICES**



List of Acronyms

A2R	<i>Climate Resilience Initiative: Anticipate, Absorb and Reshape</i>
AfDB	<i>African Development Bank</i>
AMR	<i>Antimicrobial resistance</i>
CAADP	<i>Comprehensive Africa Agriculture Development Programme</i>
COP	<i>Conference of the Parties</i>
CPF	<i>Country Programming Frameworks</i>
CPI	<i>Consumer Price Index</i>
DO	<i>Decentralized office</i>
DRM	<i>Disaster risk management</i>
DRR	<i>Disaster risk reduction</i>
ECHA	<i>Executive Committee on Humanitarian Affairs</i>
EIU	<i>Economist Intelligence Unit</i>
EMPRES	<i>Emergency Prevention System</i>
IASC	<i>Inter-agency Standing Committee</i>
ICSC	<i>International Civil Service Commission</i>
IFAD	<i>International Fund for Agricultural Development</i>
ILO	<i>International Labour Organization</i>
IOM	<i>International Organization for Migration</i>
IPC	<i>Integrated Food Security Phase Classification</i>
IPCC	<i>Intergovernmental Panel on Climate Change</i>
ITC	<i>International Trade Centre</i>
IUU	<i>Illegal, unreported and unregulated (fishing)</i>
KPI	<i>Key performance indicator</i>
LEG	<i>Legal and Ethics Office</i>
MUFPP	<i>Milan Urban Food Policy Pact</i>
NAMAs	<i>Nationally Appropriate Mitigation Actions</i>
NAPs	<i>National Adaptation Plans</i>
NDC	<i>Nationally Determined Contribution</i>
OCC	<i>Office for Corporate Communication</i>
ODA	<i>Official development assistance</i>
OECD	<i>Organisation for Economic Co-operation and Development</i>
RAI	<i>Principles for Responsible Investment in Agriculture and Food Systems</i>
SFA	<i>Sustainable food and agriculture</i>
SIDS	<i>Small island developing states</i>
SOFI	<i>The State of Food Security and Nutrition in the World</i>
SSC	<i>Shared Services Centre</i>
SSTC	<i>South-South and Triangular Cooperation</i>
TCP	<i>Technical Cooperation Programme</i>
UNCTAD	<i>United Nations Conference on Trade and Development</i>
UNDG	<i>United Nations Development Group</i>
UNDP	<i>United Nations Development Programme</i>
UNFCCC	<i>United Nations Framework Convention on Climate Change</i>
UNICEF	<i>United Nations Children's Fund</i>
UNIDO	<i>United Nations Industrial Development Organization</i>
VGGT	<i>Voluntary Guidelines for the Responsible Governance of Tenure of Land, Fisheries and Forests in the context of national food security</i>
VGMFG	<i>Voluntary Guidelines on the Marking of Fishing Gear</i>
WFP	<i>World Food Programme</i>
WHO	<i>World Health Organization</i>
WTO	<i>World Trade Organization</i>



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