

FAO Technical Capacity Assessment

PHASE 1

Summary report
May 2025

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II. EXECUTIVE SUMMARY

Context

FAO has a unique global mandate to work on all aspects of food and agriculture, food security, and nutrition across the humanitarian-development continuum. It delivers on this mandate through a distinctive delivery model that combines normative work and standard setting with direct country support to translate global guidance into policy and implementation.

FAO's Strategic Framework outlines a vision for more efficient, inclusive, resilient, and sustainable, agrifood systems for better production, nutrition, environments, and lives, leaving no one behind. The Four Betters reflect the interconnected economic, social, and environmental dimensions of agrifood systems and encourage a strategic and systems-oriented approach. Under each Better, there are Programme Priority Areas (PPAs) which guide FAO's work on critical foundations of agricultural transformation.

FAO has significant human resources and knowledge products to support delivery of its global mandate. The organization has over 15,000 staff and non-staff human resources, serving 195 members through over 100 offices. At headquarters, there are 3,088 staff and non-staff members of the workforce. Across the decentralised offices, there are 12,551 staff and non-staff human resources.^{1,2} FAO has published over 14,000 knowledge products and tools.³

This corporate technical capacity assessment was commissioned to assess whether FAO has the technical capacity it needs to deliver its strategy and meet Members' demands over the next 5-10 years. Technical capacity is the ability to access skills, knowledge, and expertise when and where they are needed – including both technical expertise and functional skills. Given the impact of agrifood system trends on demand for FAO's support from Member states, this assessment considered FAO's technical capacity relative to current needs (AS-IS) and future needs (TO-BE) over the next 5-10 years.

The Programme Priority Areas (PPAs) under the four Betters were used as the entry-point for analysis. The PPAs were used as the framework for the assessment to ensure the strategic relevance of the findings. For each PPA⁴, an assessment of technical capacity strengths, gaps, and trends was conducted. For those challenges identified as both of high importance for the delivery of each PPA and insufficiently capacitated, expertise requirements were identified across the headquarters and decentralised offices.

The assessment has benefited from strong internal and external inputs. Internally, the assessment involved 70 interviews with FAO leadership, management, and FAO representatives, 19 focus groups with PPA global and regional leadership, covering 140 staff members, 19 staff workshops covering 231 staff members, as well as 755 detailed qualitative and quantitative internal survey results from 96 organisational units. A review of existing human resources data was also conducted. From external stakeholders, we reviewed 3,287 responses from the 2023 external stakeholder survey and conducted 10 interviews with senior leaders of partner organisations.⁵

¹ [FAO Worldwide offices, 2025](#)

² [FAO Human resources annual report, 2023](#)

³ [FAO Publications Facts and Figures, 2024](#)

⁴ All PPAs were assessed, with the exception of BL5: Hand-in-Hand Initiative.

⁵ For more information on the methodological approach, please see the methodology section and annex.

Overall findings

Trends

The global agrifood system is changing. While the major trends expected to impact global agrifood systems in the next 5-10 years are familiar – such as climate change, geopolitical insecurity, population growth, and digital transformation – this assessment revealed each trend will have highly localised and contextualised impacts in terms of the technical capacity demands on FAO.

Evolving our agrifood systems is necessary to achieving global climate goals. Alongside the need to reduce agrifood systems' climate footprint, there is growing demand for adaptation and mitigation, an opportunity to position agrifood systems as a source of climate solutions, and a requirement for climate-sensitive approaches. The resulting expertise demands on FAO range widely from developing sustainable livestock systems, to biodiversity conservation and restoration, to circular economy practices, to understanding the impact of biodiversity loss on nutrition.

Increasing geopolitical insecurity is disrupting agrifood systems. The impacts include vulnerabilities to trade disruptions, rising and increasing complexity of conflict risks, and pressures on public and international development finances. Technical capacity needs highlighted across FAO's portfolio vary from socioeconomic interventions such as supporting governments with trade policies or creating enabling environments for private investment, to supporting with emergency agricultural programme design.

Population growth and demographic shifts are increasing pressure on global agrifood systems. Meta-trends include the growth of urban centres, migration, changing diets, and the decline of youth in agriculture. As a result, demands on FAO's technical expertise include mechanisation innovations that can revolutionise production, programming to attract youth into agrifood systems', and supporting the realisation of new opportunities (e.g., aquaculture) for countries where availability of agricultural land is decreasing.

Digital transformation and artificial intelligence (AI) can revolutionise agrifood systems, but closing the digital divide will require global leadership. FAO needs more expertise in the use of digital technologies across agrifood systems and must define its strategic direction within AI. Expertise requirements range from precision farming techniques, to AI use in extension services, to digital technologies for trade. FAO must also ensure its public datasets are compatible with AI technologies to maximise their utility to external partners, and that staff are equipped with the skills to effectively leverage AI in their analyses.

In response to trends, agrifood systems need to be forward-looking and resilient, not only reactive. FAO already undertakes significant work in resilience, but demand for support in foresight and projection, early warning, anticipatory actions, and risk communications, is expected to grow across sectors, including efforts to predict, measure, and mitigate multi-risks.

Technical capacity strengths and weaknesses

FAO is globally recognised for its normative contributions and global public goods. In line with FAO's unique mandate in the development of normative and standard-setting instruments, internal and external stakeholders highlighted FAO's ability to deliver valuable global guidance, especially in cross-border issues such as food safety, animal and plant health, or ocean governance. FAO's global data and information serve as significant assets for research and policy development globally, with the State of Food and Agriculture (SOFA) and State of Food and Nutrition in the World (SOFI) flagship reports and associated datasets being the most frequently cited by stakeholders.

There is growing demand for FAO support the collection and use of localised data and information. Members are increasingly demanding technical assistance on the collection and local analysis of microdata, ranging from data which can demonstrate the cost effectiveness of different agricultural technologies for producers, to clarifying policy impacts on value chains to government decision makers. Across the PPAs, growing expertise needs were found in supporting data analysis to inform decision-making – including metric design, cost-impact analyses, economic modelling, data integration, and statistical analyses.

Whilst FAO has made strides in advancing policy dialogue around the importance of agrifood systems, stronger technical capacity is required to ensure the application of an agrifood systems approach. Internal and external stakeholders noted FAO often continues to operate within sectoral or thematic silos. To fully realise the benefits of an agrifood systems approach, FAO needs staff skilled in systems-based analysis and implementation, including agrifood systems experts who can support countries to embed a systems perspective into national policy and planning, as well as specific systems experts (e.g., seed systems).

To leverage the latest science and innovation for policy and implementation, FAO needs stronger partnerships as well as skillsets that bridge the science, policy, implementation interface. Many scientific advancements and food system innovations occur within the private sector, academia, and research institutions. To fully leverage these, FAO needs staff who – whilst not leading the science themselves – have sufficient expertise to engage with scientific evidence and translate this into policy and implementation. Stronger strategic partnerships and coalitions are a key component of this, as are translational skillsets, including evidence-based policy development, science communication, and behavioural science.

FAO's implementation support at the regional and country level is inconsistent. Implementation capacities are greatest where country offices have significant technical expertise aligned with regional priorities – such as agricultural emergencies in food-insecure regions, biodiversity expertise in Latin America, or anticipatory actions expertise for typhoons in Southeast Asia. There are also notable cases of effective implementation originating from headquarter teams, such as locust response or investment support. However, for many areas – such as nutrition, trade, food safety, biodiversity, food loss and waste – having the technical capacity to support the translation from global guidance into country action was identified by staff as a key challenge.

In FAO's engagements with Ministries of Agriculture and other agricultural institutions, there is pressure for FAO's expertise to keep pace with evolutions in the sector. Government ministries are increasingly well-informed, a trend that will be accelerated by AI, meaning FAO needs to provide technical insights that are consistently expert-driven and forward-looking. Across PPAs, this evolution unveils specific expertise requirements, from food technologists that can support the update of safety guidelines in line with new food types, to mechanical engineers with knowledge of how to transfer the latest automation innovations to low resource settings.

Looking ahead and next steps

This assessment was planned as the first of 2 phases of work – with a follow-on phase to outline the pathways for building the required capacity. Whilst the assessment has outlined what expertise is needed in which locations (e.g., divisions, offices), further work is needed to articulate how FAO can integrate this technical capacity into the organization – with the aim of ensuring expertise can be quickly accessed when and where it is needed most.

This next phase of work must also outline how recurring challenges identified across FAO can be addressed - including:

- **Sharing expertise and collaborating between divisions and across HQ and decentralised offices.** Staff repeatedly cited challenges identifying and accessing expertise within FAO. Resourcing and team structures do not sufficiently incentivise collaboration or sharing of expertise – both between divisions and across HQ and the decentralised offices. Improved knowledge management could enable staff to identify existing knowledge and experts within FAO. Stronger ways of working can be incentivised through new models and approaches – such as cross-divisional teams or roving taskforces.
- **Strengthening partnerships and leveraging external expertise.** FAO is under-utilising partnerships as a mechanism for enhancing technical capacity. In particular, staff cited challenges with private sector engagement – e.g., to access new innovations or tap into investments - due to limited staff experience in this realm. Strategic partnerships would enable FAO to build its flexible capacity and strengthen its cutting-edge expertise.
- **Leveraging AI tools to improve efficiency across internal functions.** The AI revolution is underway, however, across FAO, staff cited limited use of AI and low AI literacy. FAO's role in supporting AI integration within agrifood systems has been explored in the PPA assessments. However, there are also internal opportunities to use AI to improve effectiveness and efficiency – including in day-to-day working, AI-enabled systems (e.g., knowledge management, analysis), or automation of activities.

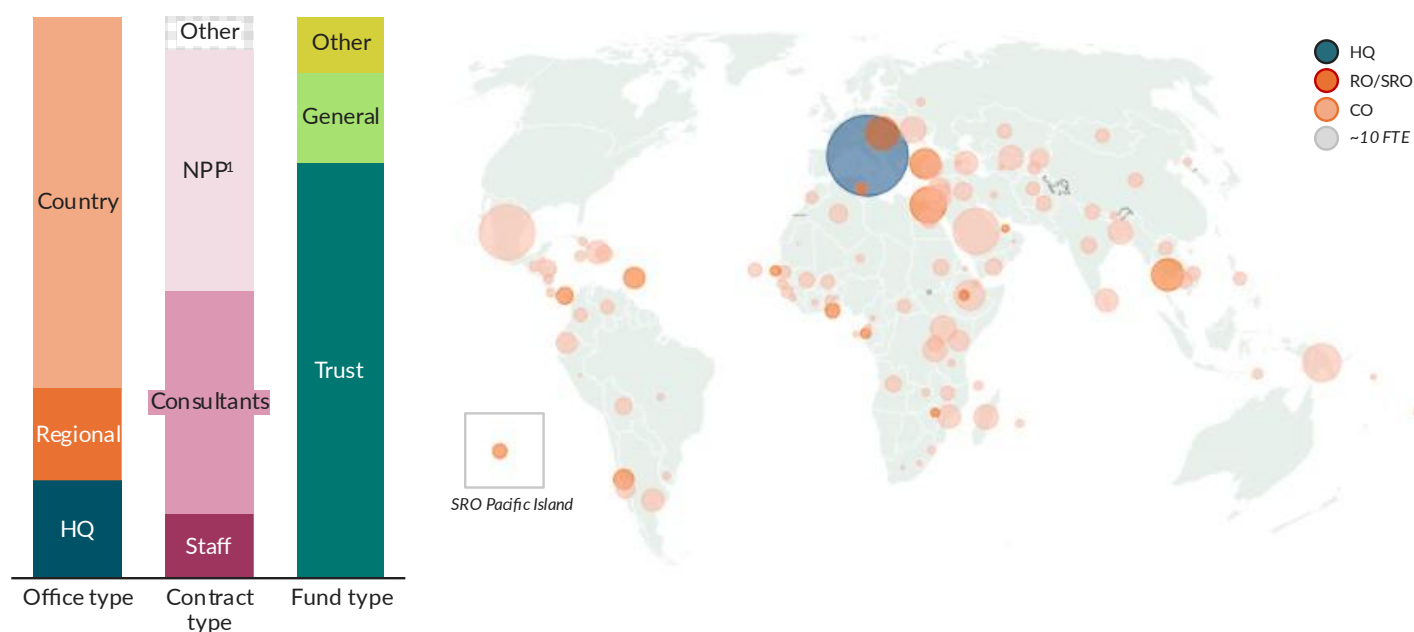
Building the right technical capacity requires sustained strategic decision-making over the long term. This assessment captures a moment in time, however, internal dynamics (e.g., resourcing, staffing) and external factors (e.g., changing Member demand, evolving agrifood system trends) can change, sometimes rapidly. Strengthening FAO's technical capacity will require FAO leadership and management to make decisive daily decisions that build towards a clear vision of what FAO should look like in ten years' time, positioning FAO to effectively lead the global agrifood agenda.

III. PROGRAMME PRIORITY AREA SUMMARIES

The following pages include two page summaries of the Technical Capacity Assessment findings for each of the Programme Priority Areas (PPAs). These are high level summaries only. Please see the individual PPA reports for the full findings.

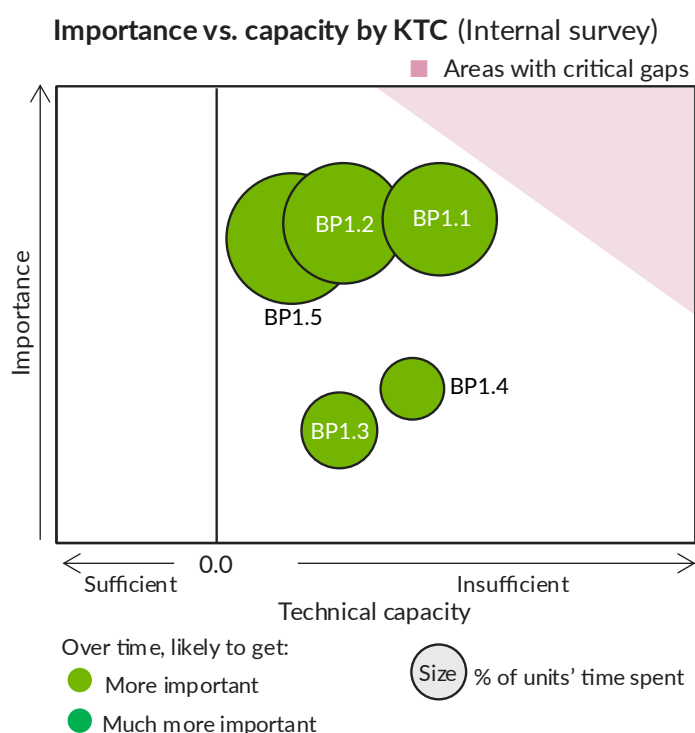
BP1: Innovation for Sustainable Agriculture

PPA Overview: ~800 FTE (5th largest PPA), with staff mostly in decentralised offices



[1] NPP = National Project Personnel

Staff view: BP1.2 and BP1.1 contain relatively insufficient technical capacity compared to need



Areas of strength: Both HQ and decentralised office units rated BP1.5 (Formulating coherent policies to improve enabling environments for sustainable agriculture production) as important and flagged that they have close to sufficient capacity to deliver on this area of work.

Areas of relative gap: Staff from many different units reported insufficient technical capacity for fostering innovation (BP1.1) and promoting technology transformation (BP1.2) for sustainable agriculture production relative the importance of these KTCs to successfully delivering BP1. Staff from regional and country offices reported lack of awareness of the latest technologies and insufficient understanding of how to promote sustained technology uptake; staff from HQ also reported expertise gaps for innovations on certain topics (e.g., livestock, soil and water management).

BP1.1 Fostering innovation for high diversity sustainable crop, livestock and agroforestry production systems,
BP1.2 Promoting technology transformation,
BP1.3 Facilitating better targeting of technology promotion efforts,
BP1.4. Addressing technology adoption constraints related to risk management,
BP1.5 Formulating coherent policies to improve enabling environments for sustainable agriculture production

Note: *Technical capacity gaps* are defined as areas of work which staff rate as (i) highly important to the delivery of the PPA, and (ii) having insufficient access to skills, knowledge, and expertise relative to demand (current demand and expected future demand). It is not a review of individual capabilities. Which areas were focused on in the Deep-dive depended on the size of the gap relative to others in the PPA, and considering staff views from the surveys, interviews, focus groups, and workshops.

BP1: Innovation for Sustainable Agriculture – Innovation (BP1.1) and technology transformation (1.2)

Capacity Gap (Capacity to...)	Expertise Required to Address Gap (Locations)
Assess the impact and cost-effectiveness of adoption of new technologies. Staff cited: - Cost-effectiveness analysis is needed in FAO guidance to governments and investors, and also to monitor and learn from FAO projects - FAO faces challenges in collecting and analysing sufficient cost-effectiveness data within its projects - Collecting and sharing cost-effectiveness data for agricultural interventions and technologies would also present an opportunity for FAO to fill global knowledge gaps and boost the impact of its projects	- Expertise in quantitative impact analysis, including monitoring impact and efficiency of new technologies (RO/SRO; NSP, NSL, NSA, NFI, NFO and ESS) - Economic analysis expertise, to study economic impact of new production technologies (ESA, together with production Divisions) - Monitoring and evaluation expertise, to evaluate FAO projects related to promoting technology transformation (OED, to support all offices conducting technology transformation projects)
Provide guidance on mechanization interventions that are appropriate for a given context to policymakers, investors, and farmers. Staff cited: - Strong technical understanding is needed to advise on which mechanical innovations are most appropriate for a local context - Many staff lack awareness of mechanization best practices and the latest innovations, especially given the small size of the HQ mechanization team and lack of mechanical engineers at the RO level - There is insufficient capacity to assure quality of equipment purchased by decentralised offices versus growing demand	- Mechanical engineers with up-to-date knowledge of recent innovations (RO) - Knowledge of recent mechanical innovations (including automation) across production sectors and terrains (including forests) to backstop country projects (NSP, NFO, NFI, NSA, NSL) - Expertise in new mechanical advances (e.g., automation, drones) (NSP, NSA, NFI, NFO, NSL, OIN)
Support extension services that promote technology uptake. Staff cited: - Enabling sustained uptake of new technologies requires supporting producers with upskilling as well as access to local support services - AI and tech-enabled extension services are likely to rapidly grow in importance - FAO's expertise in extension and advisory services has declined over time, and there is insufficient HQ capacity to backstop country requests to advise national institutions and implementing partners	- Extension services expertise (e.g., adult education, tailored local approaches), including evidence-based best practices (RO, SRO, CO, especially in low-resource settings where technology uptake is low – i.e., RAF, RAP) - Expertise on working with local entrepreneurs and building relationships with companies that provide support services (locations as above) - Partnerships with actors creating AI and tech-enabled extension services (OIN)
Use behavioural change expertise to incentivise adoption of new technologies. Staff cited: - Supporting sustained uptake is critical to avoid loss of investment from FAO, investors, and governments into new technologies - Decentralised offices lack technical capacity in crafting policies and advocacy campaigns for farmers that promote long-term uptake	Behaviour change policy expertise, especially to study uptake barriers in low-resource settings where innovation uptake is low (OIN, ESA, RO/SRO)
Support formulation of policies that promote the development of innovative technologies in agricultural production. Staff cited: FAO has a role to play in supporting countries to build ecosystems that will foster innovation, however, there is a lack of capacity to support innovation policy formulation and collation of best practices	- Expertise in developing policies that support innovation (RO/SRO, with support from OIN, ESA) - Economists specialised in the economics of knowledge and innovation to enable FAO to strengthen its policy recommendations (e.g., through study of IP rights, availability of technologies for seeds, etc.) (ESA)
Provide advice on seed systems. Staff cited: - Weak seed systems in many LMICs pose a threat to food security, especially in the context of climate change, conflict and trade shocks - FAO has a key role to play in capacity building for national counterparts, requiring expertise across development, production, distribution, and use of seed, for both formal and informal systems - There is insufficient technical capacity in seeds and seed systems at the HQ and decentralised office level relative to demand to provide technical guidance and share best practices - New seed varieties will also become increasingly important; while staff cited FAO has expertise on superior crop varieties and breeding, including via key partnerships (e.g., with CGIAR) more capacity is needed to support the uptake of these new varieties	- Expertise in integrated seed systems, with capacity to respond to high volume of requests and build capacity of national counterparts across the whole system (NSP) - Experience in seed production, processing, quality assurance and enterprise support to enable implementation (NSP) - Expertise in upstream elements of seed production, including varieties development and gene banks (NSP) - Expertise in seed production to support country requests and back stop country projects (all RO)

Provide guidance on soil and water management innovations. Staff cited:

- Given the pressures of climate change, FAO guidance on natural resource management is a critical resource for countries

There is currently insufficient capacity at all levels on water and soil management relative to demand (e.g., in surface irrigation technology)

- Green water management expertise (e.g., rainfall, soil moisture) ([NSL](#))

- Expertise in irrigation, soil fertility, and fertilizer to back stop country projects ([RO/SRO – especially in regions with water scarcity and degraded soil, i.e., RNE, RAF](#))

Provide guidance on innovations and technologies for sustainable livestock. Staff emphasised:

- Sustainable livestock transformation is critical for in meeting the global demand for food and global climate goals
- At both the HQ and RO levels there is insufficient understanding of the potential innovations and technologies that can be recommended to increase the efficiency and sustainability of livestock production

- Knowledge of innovations for livestock production, including post-harvesting and processing technologies and milking machines ([NSA; RO/SRO with high levels of animal production](#))

- Expertise in sustainable livestock transformation, including emissions reduction (e.g., through feed-related innovations) and biodiversity loss ([NSA, REU](#))

Support countries in national agriculture planning, including guidance on utilising an agrifood systems approach. Staff cited:

- FAO receives large volumes of ad-hoc requests from countries for support on their strategic planning, such as National Agriculture Strategies, Food Security Plans, or Transformation Strategies
- Key areas where countries solicit support are (i) applying an agrifood systems approach, and (ii) economic assessment, modelling and policy approaches
- FAO has to decline many of these requests due to insufficient capacity

- Agrifood systems experts which can advise countries on methods and approaches to apply systems-level approaches that target systemic change ([ESF](#))

- Economists with experience preparing economic assessments and models for national level strategies ([ESA](#))

BP2: Blue Transformation

PPA Overview: ~480 (8th largest PPA), split evenly between HQ and decentralised offices

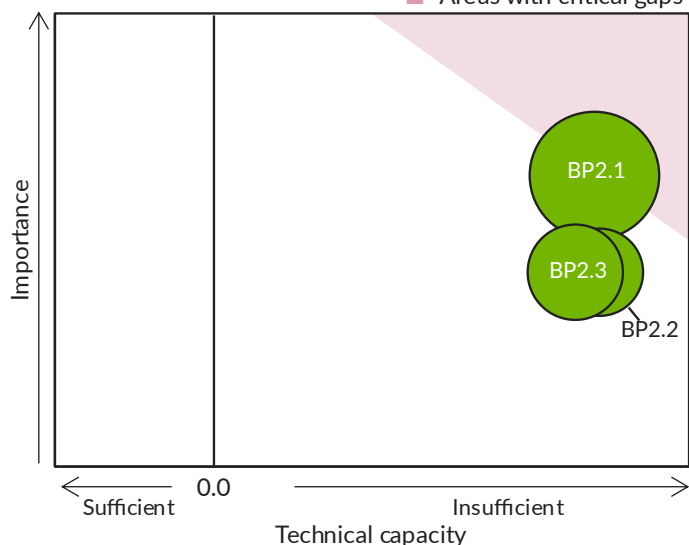


[1] NPP = National Project Personnel

Staff view: BP2.1 has insufficient technical capacity relative to importance and demand

Importance vs. capacity by KTC (Internal survey)

■ Areas with critical gaps



Over time, likely to get:

- More important
- Much more important

(Size) % of units' time spent

BP2.1 Increasing the contribution of aquaculture to sustainable agrifood systems

BP2.2 Contributing to transformed and upgraded aquatic food value chains

BP2.3 Contributing to transformative and innovative fisheries management systems

Areas of strength: FAO is established as a global leader in blue transformation, with a unique global mandate. Within aquatic food value chains (BP2.2), staff cited strengths in trade and markets and sustainable consumption. In fisheries management (BP2.3), strengths included ocean governance, fisheries policy, and fish stock analysis. Within aquaculture (BP2.1), knowledge of hydroponics, aquaponics, and vertical farming were highlighted, as well as country level expertise in some offices within biosecurity, biosafety, and the use of digital technologies for aquaculture.

Areas of relative gap: Aquaculture (BP2.1) was cited as an area of rapidly growing demand, and as a result staff reported insufficient technical capacity relative to demand. This demand is driven both from countries that are seeking to increase their aquaculture production (e.g., in Northern and sub-Saharan Africa), as well as countries that have high levels of aquaculture production that are looking to adopt more sustainable approaches (e.g., South East Asia). To meet this demand, FAO needs to grow its technical capacity across aquaculture.

Note: **Technical capacity gaps** are defined as areas of work which staff rate as (i) highly important to the delivery of the PPA, and (ii) having insufficient access to skills, knowledge, and expertise relative to demand (current demand and expected future demand). It is not a review of individual capabilities. Which areas were focused on in the Deep-dive depended on the size of the gap relative to others in the PPA, and considering staff views from the surveys, interviews, focus groups, and workshops.

BP2: Blue Transformation – Aquaculture

Capacity Gap (Capacity to...)	Expertise Required to Address Gap (Locations)
Support aquaculture production through the provision of specialist technical expertise. Staff cited: - Aquaculture is one of the fastest growing agricultural sectors globally, leading to increased demand from Members for support on aquaculture production - To meet this demand, FAO needs greater and deeper technical expertise on biosecurity, feed management, genetic resources, and land and water management - There has been insufficient institutionalisation of knowledge in key areas, restricting staff from accessing existing knowledge from individual personnel or projects, and leaving the organisation at risk of losing expertise if certain key personnel leave FAO - Compared to fisheries expertise, there is a relative lack of focused aquaculture expertise and experience in decentralised offices	- Expertise in biosecurity and aquatic animal health (NFI) - Expertise in feed and feed management (NFI) - Expertise in genetic resources (NFI) - Expertise in land and water management, incl. water safety (NSL) - Ensure existing aquaculture specialists have access to up-to-date knowledge in their areas of expertise, such that they are able to provide relevant advice and normative guidance (NFI) - Ensure existing aquaculture specialists at HQ engage practitioners on the ground to understand the key areas of demand at the country level (NFI, with support from CO) - Expertise in aquaculture, including strategic and technical assessments (REU) - Ensure that in regional and country offices where there is growing aquaculture production, Fisheries and Aquaculture Officers have expertise within aquaculture specifically, rather than just fisheries, so they can directly support countries with increasing aquaculture (RO, CO with growing aquaculture production – e.g., Angola, Mauritania, Morocco, Mozambique, Namibia, Nigeria, Senegal)
Reduce the negative environmental impacts of aquaculture in countries with high levels of aquaculture production. Staff cited: - As aquaculture grows, it is important to ensure it grows sustainably to meet net-zero targets and minimise environmental degradation - This requires knowledge of sustainable approaches within aquaculture specifically - The most important areas for FAO to gain technical expertise are sustainable feed production and management, aquacultural disease management, and climate-smart aquaculture	- Expertise in sustainable feed production and management (NFI) - Expertise in aquacultural disease management specialist (NFI) - Expertise in climate-smart aquaculture (NFI, OCB) - Knowledge of aquaculture practices with reduced environmental impact within specific countries – e.g., reduced mangrove deforestation in Vietnam (RO, CO with high levels of aquaculture production – e.g., Indonesia, Vietnam, Philippines)
Facilitate increased investment into aquaculture through robust investment legislation, policies, and frameworks. Staff cited: - Given the need for increased investment into aquaculture to support production growth, there is high demand for FAO to support with promoting investment into aquaculture production - This requires robust policies and frameworks such that financial institutions are incentivised to invest with confidence - There is currently a lack of capacity to understand what policies and frameworks are required to encourage investment into aquaculture within individual countries	- Economists focused on the effects of national aquaculture policy on investment (NFI, ESA) - Partnerships with national governments to identify investment opportunities within the aquaculture industry – e.g., zonal planning based on the location of key markets and transport links (CO) - Investment expertise, once initial demand for investment policy/framework support has been established (CFI)
Provide data in support of monitoring and reporting on the efficacy and impact of aquaculture production methods. Staff cited: - There is a need to support countries with evidence-based decision-making, so that projects are based on strong rationale - However, existing indicators are limited in their ability to monitor the impacts of aquaculture at the country level - Staff capacity within data is largely centralised at HQ, making it challenging for generalists within RO and CO to access support from data specialists at HQ and bring them in when necessary at the country level - In particular, there is a lack of capacity to use digital tools (e.g., advanced monitoring systems, automated data collection, remote sensing applications) for data collection, and the latest technology (e.g., AI-driven analytics, machine learning) for data analysis	- Expertise in using the latest digital tools for data collection (NFI) - Expertise in AI/ML-driven data analysis (NFI) - Aquaculture data specialist, to advise on choice of indicators and how to collect data for each indicator (NFI) - Expertise in institutional capacity building on conducting targeted analysis to inform evidence-based decision-making for national policy (RO, CO)

BP3: One Health

PPA Overview: ~660 (7th largest PPA), with staff mostly in decentralised offices

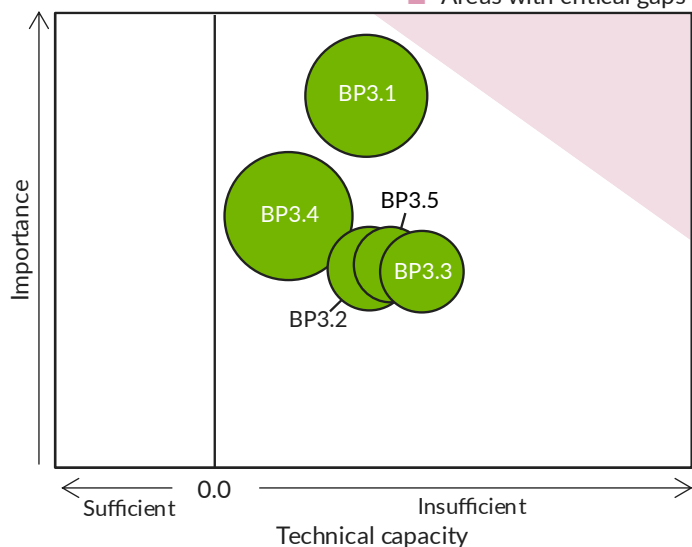


[1] NPP = National Project Personnel

Staff view: BP3.1 contains relatively insufficient technical capacity compared to need

Importance vs. capacity by KTC (Internal survey)

■ Areas with critical gaps



Over time, likely to get:

- More important
- Much more important

(Size) % of units' time spent

BP3.1 Contributing to integrated early warning and information systems on Animal and Plant Pests and Diseases (APPDs)

BP3.2 Enhancing national biosecurity systems for APPDs

BP3.3 Enhancing capacities for emergency management in food chain crises

BP3.4 Improving capacities in Antimicrobial Resistance (AMR) risk management

BP3.5 Contributing to One Health systems through country investments

Areas of strength: Staff reported close to sufficient capacity on antimicrobial resistance (AMR) (BP3.4) and emergency response (BP3.3). On AMR (BP3.4) staff cited strong coordination with external agencies (especially quadripartite partners), standards development, microbiology expertise, and robust laboratory support. Regarding emergency response (BP3.3), HQ respondents especially rated reported strong technical capacity, emphasizing FAO's effective rapid response in collaboration with partners and strong disease or pest specific technical expertise, such as that held by the locust team.

Areas of relative gap: Staff highlighted capacity gaps to deliver on early warning (BP3.1), which they rated as the most important KTC. HQ respondents noted capacity gaps in diagnostic capabilities, surveillance, monitoring, and data collection. Reported capacity among decentralised offices varied: while some country offices reported sufficient in-house expertise in these technical areas, there was variation in field-level capacity to support national systems. Staff also cited some capacity gaps for enhancing national biosecurity systems for Animal and Plant Pests and Diseases (APPDs) (BP3.2), particularly regarding expertise in environmental and animal health.

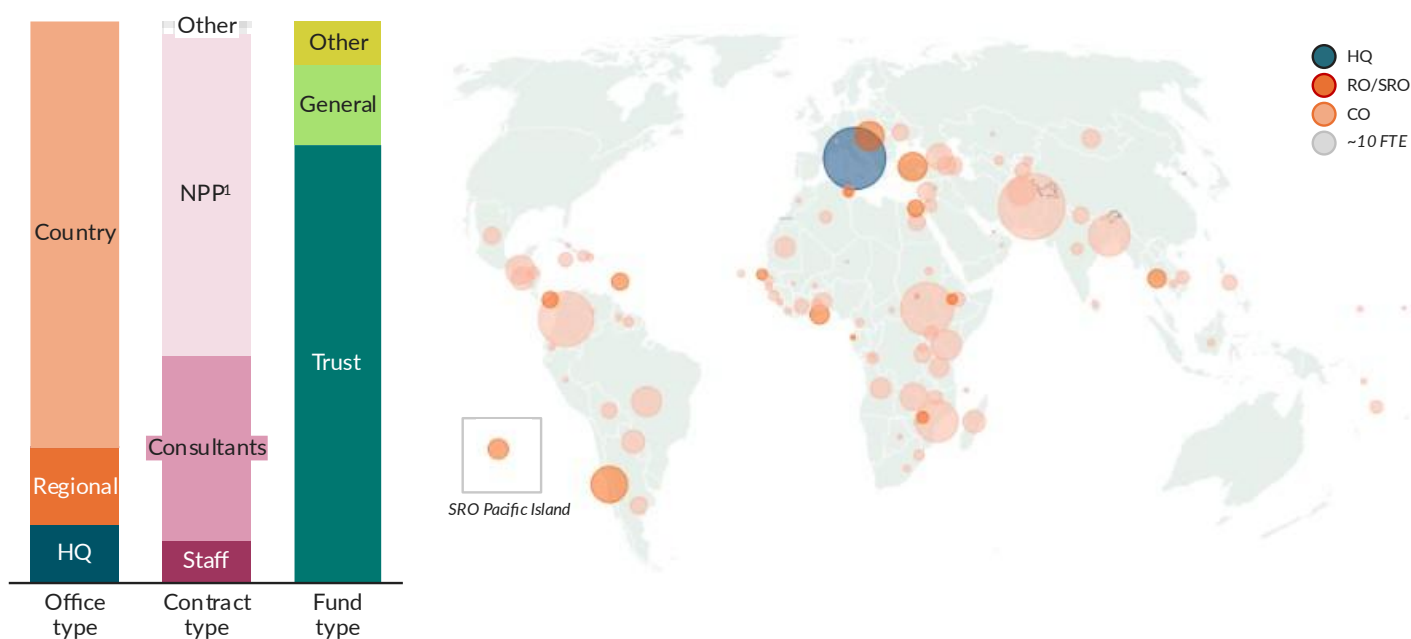
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BP3: One Health – Early warning systems for animal and plants pests and diseases (BP3.1)

Capacity Gap (Capacity to...)	Expertise Required to Address Gap (Locations)
Facilitate interoperability of Early Warning Systems (EWS). Staff cited: - FAO's One Health and EWS data is siloed across specific threats (e.g., locusts, fall armyworm, animal health), but there are ongoing efforts to create a "Situation Room" which integrates these EWS to enable more cross-sectoral, comprehensive risk analysis - Maintaining and improving integrated APPD systems requires a strong data infrastructure to effectively collect data from Members and create interoperability	- Data architecture expertise to build interoperable, integrated EWS (ESS, OIN, CSI) – See also BP5 - Expertise on informatics for APPDs to develop global norms and standards, data codification and ontologies, and data collection and reporting tools to ensure interoperability of data tools, models, and applications (ESS)
Support data sharing across countries for EWS. Staff cited: - Given the transboundary nature of APPD threats, it is important for countries to share data - However, national data on APPDs can be politically sensitive, and concerns around data ownership, security, and confidentiality can reduce countries willingness to share data for EWS	- Legal expertise on data sharing regulations, with capacity to advise government counterparts on data ownership and confidentiality, and promote adoption of data sharing agreements (LEG) - Strong relationships with governments to influence the adoption data sharing agreements through policy and advocacy (RO, CO)
Support disease detection, surveillance, and monitoring. Staff cited: - There is high demand from Members for FAO's support on national APPD surveillance and monitoring, including best practice - On disease detection and verification, Members need more support to develop systems that can be sustainably maintained after pilots (including through strong laboratory networks) - On surveillance, and monitoring systems, Members need more support to integrate new technologies (including AI) and adopt community surveillance methods in surveillance, and to develop regulatory frameworks for field level data collection and reporting - Within FAO managed EWS, FAO can more consistently use weather and climate data (including forecasts), satellite technology, and spatial analysis for monitoring and prediction	- Expertise in animal and aquatic disease diagnostics, including laboratory and vaccine infrastructure and networks (NSA, NFI, RO) - Community pest and disease surveillance expertise, including crowd-sourcing and citizens science (RO, NSA, NSP, NFO, NFI) - Expertise in the use of AI and emerging technologies for disease surveillance (OIN, NSA, NSP, NFO, NFI) - Expertise to advise on regulatory frameworks for field level collection and reporting of epidemiological data (RO, CO) - Expertise in use of weather and climate information (including forecast data), satellite technology, and spatial analysis in monitoring and prediction of APPDs as part of EWS (NSA, NSP, NFO, NFI)
Assess and communicate risk of APPDs and potential impact of EWS and interventions to high-level decision makers. Staff cited: - To encourage investment into EWS and interventions, strong risk assessments and investment cases are needed - FAO capacity for comprehensive risk analysis is limited by: - Gaps in knowledge of some areas of animal, plant, and ecosystem health (e.g., wildlife health, animal welfare, forest pest and diseases, soil pollution) - Limited ability to conduct risk scenario modelling using disease surveillance data, proxy data (e.g., remote sensing, earth observation), and leveraging AI and big data analysis - Insufficient capacity to estimate economic impacts of APPDs (e.g., cost-benefit analysis for aquatic disease risk) - Lack of monitoring and evaluation to demonstrate return of investment of EWS and prevention efforts - FAO also has limited capacity to translate technical information into effective risk communications for high-level decision makers, including policy briefs, advocacy documents, as well as time-sensitive emergency communications	- Improved access to expertise for EWS teams on APPDs, including from other different divisions (Coordination across divisions) - Animal health expertise, including zoonotic disease, transboundary animal diseases, wildlife health, and animal welfare (NSA, RLC) - Forest pests and disease expertise with capacity to facilitate development of a global network on forest health (NFO) - Soil pollution expertise with capacity to work with existing water pollution expertise to build EWS for water and soil health (NSL) - Ecosystem health expertise, specialised in the Human Animal Plant Environment interface (NSA, NSP, NSL, NFO, NFI) - Risk modelling expertise for APPDs including use of disease surveillance and proxy data, and ability to leverage AI and Big Data (ESA, OER, NSA, NFO, NSP, NFI) - Expertise in economic cost-benefit analysis on APPDs and return on investment for early warning (NSA, NSP, NFO, NFI, with strong links to RO, CO) - Risk communication expertise for high-level decision makers (RO, CO, supported by OCC, OER, NSP, NSA, NFO, NFI)
Support Members to effectively communicate risk and necessary actions to producers and impacted populations. Staff cited: - Countries require greater guidance and support on how to rapidly disseminate early warning information and associated actions to affected stakeholders - Relative to demand, FAO has limited technical capacity to advise on advanced digital tools for information dissemination or how to tailor early warning communications as actionable and accessible guidance for different stakeholders	- Expertise on digital tools for nationwide dissemination of urgent information (OER, OIN with training for CO) - Behavioural science expertise to advise on which methods of risk communication drive action (OIN, OER) - Expertise in translating early warning information into actionable recommendations for farmers, retailers, and consumers (RO, CO, with support from, NSP, NSA, NFO, NFI) - Capacity to guide production of early warning communication in local languages with accessible terminology (RO, CO)

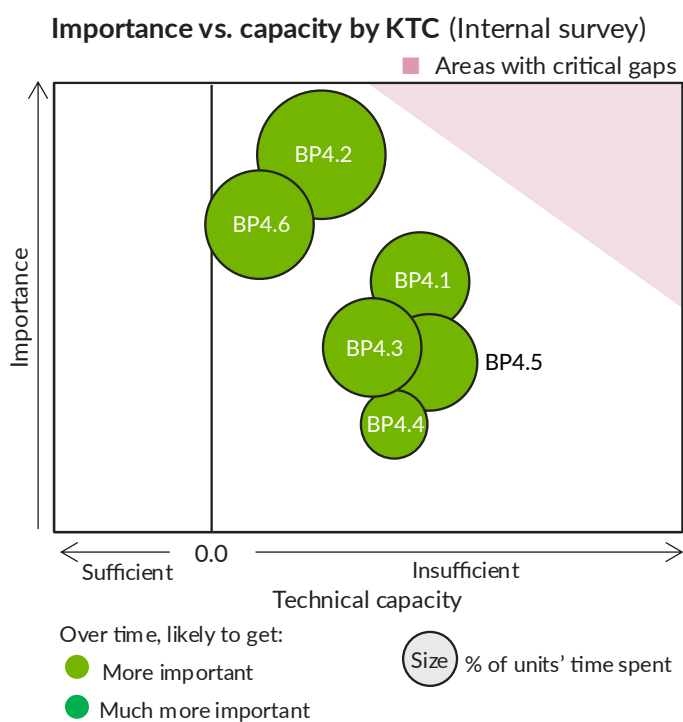
BP4: Small-Scale Producers' Equitable Access to Resources

PPA Overview: ~790 (6th largest PPA), with staff mostly in decentralised offices



[1] NPP = National Project Personnel

Staff view: BP4.1 contains relatively insufficient technical capacity compared to need



- BP4.1 Promoting secure tenure rights and facilitating equitable and fair resource access
 BP4.2 Enabling access of small-scale producers to information services and products
 BP4.3 Strengthening local and indigenous agrifood systems
 BP4.4 Contributing to increased access to adequate and comprehensive social protection
 BP4.5 Promoting responsible investment, trade and markets
 BP4.6 Strengthening producers' collective action in sustainable production

Areas of strength: Decentralised office staff reported strong capacity to support small-scale producers' collective action (BP4.6) and small-scale producers' access to information, services, and products (BP4.2). Within BP4.6, they cited strong experience in cooperative development and multi-stakeholder coordination, including a strong track record of bringing together producer groups, facilitating collective investment, and supporting shared access to resources and technologies. Within BP4.2 staff reported strong farmer field schools, training workshops, and advisory services on sustainable farming practices and financial inclusion, as well as proven models to deliver seeds and productive inputs directly to small-scale producers.

Areas of relative gap: Staff reported the greatest technical capacity gap in tenure rights and resource access (BP4.1), including land, water, fisheries, and forests. Specific challenges cited included capacity to work on resource administration systems, redistributive reform, as well as limited local-level knowledge of pastoralist or customary systems. Regional offices also noted limited capacity to link tenure security with social protection (BP4.4) or water governance.

Note: *Technical capacity gaps* are defined as areas of work which staff rate as (i) highly important to the delivery of the PPA, and (ii) having insufficient access to skills, knowledge, and expertise relative to demand (current demand and expected future demand). It is not a review of individual capabilities. Which areas were focused on in the Deep-dive depended on the size of the gap relative to others in the PPA, and considering staff views from the surveys, interviews, focus groups, and workshops.

BP4: Small-Scale Producers' Equitable Access to Resources – Tenure rights and resource access (BP4.1)

Capacity Gap (Capacity to...)	Expertise Required to Address Gap (Locations)
Coordinate work on small-scale producers' tenure rights and access to resources. Staff cited: - Relevant disciplinary teams (e.g., land tenure, water access, access to forest resources, fishing rights) have limited capacity and mechanisms to share expertise and coordinate - As a result, work on tenure rights and resource access does not always consider physical, institutional, and social factors - Access to resources for small-scale producers is not routinely considered or monitored across FAO's projects, despite being a fundamental component food security	- Greater coordination capacity across teams working on access (e.g., land, water, fisheries, forests) (ESP) in order to: - Build greater coherence frameworks (e.g., for registries) - Ensure physical, institutional, and social aspects of tenure rights are considered - Improve knowledge sharing and learning - Improved MEL guidelines to consider and monitor impact of FAO projects on access to resources for small-scale producers (ESP)
Support collection and collation of data on small-scale producers, including advising on resource administration and information systems. Staff cited: - Data on small-scale producers' tenure security is limited, including on tenure rights and their enforcement, especially disaggregated data (e.g., by sex, ethnicity, geographical distribution, biome type) - FAO has limited capacity to support collation of land tenure data or advise on methods for collecting land tenure data on small-scale producers (e.g., censuses, surveys, participatory approaches) - There is limited capacity to meet Member demand for support on registries to improve administration and information systems: - Registry design is not coherent across FAO divisions (e.g. producers' registries, land registries, social registries); with limited leveraging of best practice across divisions - There is limited capacity to ensure registries are inclusive - FAO lacks global definitions of resource-user typologies and has limited capacity to provide localised guidance on context-appropriate classifications	- Data collection expertise for land tenure rights and legal enforcement, including participatory approaches, with capacity to coordinate with external partners to consolidate databases (ESP) - Land administration and information systems expertise (ESP) - Capacity to create coherent frameworks and methodological guidance on registry development (ESP, with links to other divisions working on registries OER, NFI, NSL, PSUI, ESP) - Expertise on the design of inclusive registries (ESP, with links to other divisions working on registries OER, NFI, NSL, PSUI) - Expertise on types of resource use to support development of both global and local classifications and typologies (ESP, with links to NFI, NSL, NSA, NSP, NFO)
Promote inclusion of small-scale producers in decision-making processes around resource access. Staff cited: - Small-scale producers are frequently excluded from land and resource governance processes, meaning their tenure interests are not reflected in policy or planning - FAO has limited capacity to facilitate opportunities for small-scale producers to participate in decision-making processes, including by establishing coalitions	- Expertise in facilitating multi-stakeholder platforms that allow for representation of small-scale producers in land and resource governance processes (RO, CO with support from ESP) - Expertise in establishing coalitions of local stakeholders to foster community dialogue on resource access (RO, CO)
Advise governments on policies to improve resource access for small-scale producers. Staff cited: - The political sensitivity of access to land and other natural resources can make policy environments challenging - FAO has insufficient capacity to meet Member demand for guidance on legislative tools and approaches to improve resource access for small-scale producers, including: - Special attention to key groups (small-scale fisheries, forest resource users, pastoralist communities, women in small-scale production) - An ability to draw on local expertise from partner organizations at the country level	- Capacity to promote legislative tools in politically sensitive contexts, including translating significance of legislative tools for local contexts (RO, CO with support from LEG and ESP) - Capacity to share legislative tools and best practice to improve resource access, including tools focused on women's access (e.g., Gender Lex) (LEG, ESP, LEG) - Forestry tenure expertise (RO with support from NFO) - Water tenure expertise, including legal and social aspects (ESP, with links to NSL, NSA, NSP, NFI and capacity to support RO, CO) - Expertise on water access rights for pastoralist communities (NSA, NSL, with capacity to support RNE) - Access to regional and local expertise (incl. from country level partners) on tenure and resource access rights to support specific country requests (e.g., on a short-term basis) (RO, CO, with support from ESP)

Advise on effective mechanisms for enforcement of rights. Staff cited:

- FAO has limited capacity to advise on enforcing rights (i.e., where laws exist but factors such as political pressure, corruption, or poor transparency undermine user's ability to exercise their rights)
- Public action, public administration, and state efficiency expertise, to support translation of technical policy into action and enforcement plans ([ESP](#), [RO](#))

Advise on agrarian reform and land reform, including redistributive reform. Staff cited:

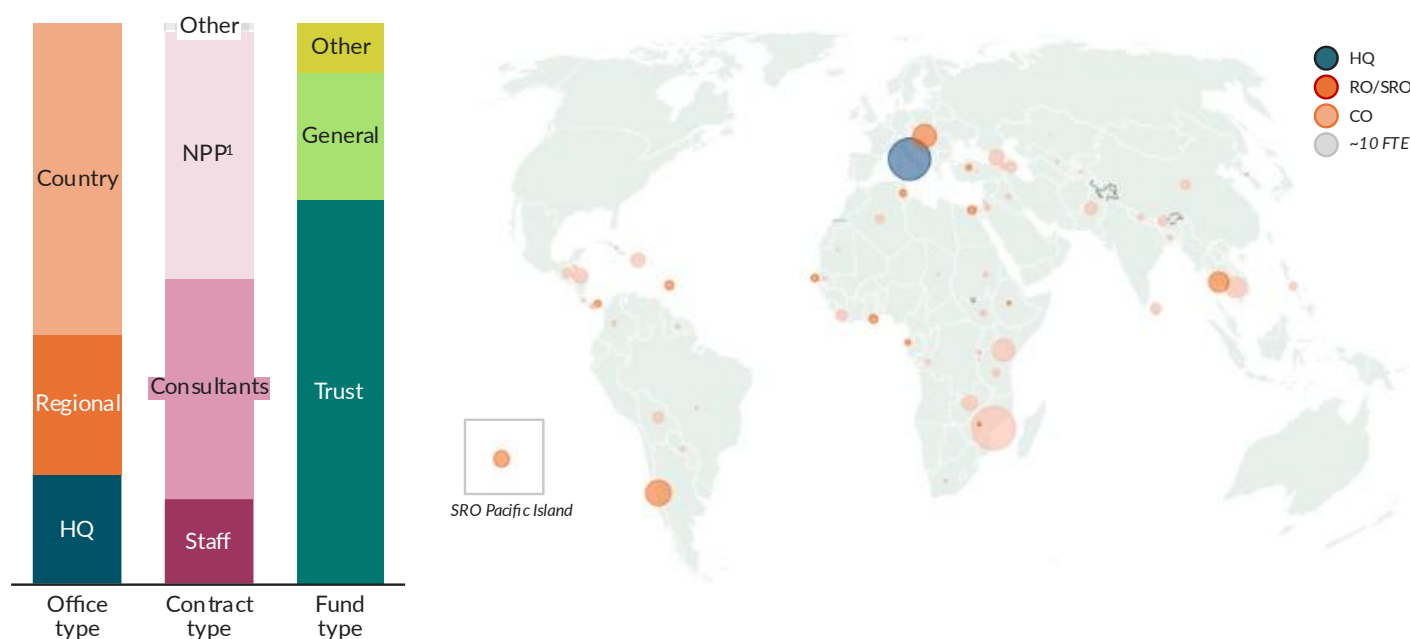
- Agrarian and land reform, including redistributive reform, is a politically sensitive topic, but is of growing importance as land concentration presents a major threat to Indigenous Peoples' customary food systems
- FAO has limited capacity to advise on the cost-effectiveness of redistribution and potential compensation methodologies
- FAO also has limited capacity to advise on tenure redistribution as a tool for conflict prevention and resolution, including due to limited capacity to advise on indigenous people's law
- Land redistribution reform expertise, including expertise on beneficiary identification, compensation methodologies, and exclusion criteria ([ESP](#), or [RO](#) in regions with high demand e.g., [RLC](#))
- Expertise in evaluating and modelling of cost-effectiveness of land reform ([ESP](#), or [RO](#) in regions with high demand e.g., [RLC](#))
- Conflict resolution expertise, including traditional and alternative conflict resolution systems ([PSUI](#), [OER](#), [ESP](#))
- Expertise on indigenous people's law ([PSUI](#))

Protect resource access for small-scale fisheries. Staff cited:

- There is limited inclusion of small-scale fisheries in FAO's overall vision on tenure and resource access rights, including consideration of women's involvement across fisheries value chains
- Competing interests within NFI (e.g., blue economy, conservation) can be in conflict with supporting resource access for small-scale fisheries
- Expertise on tenure and access rights for small-scale fisheries, encompassing social and economic inclusion aspects, including women's roles and rights across fisheries value chains ([NFI](#))
- Ability to collaborate with other divisions on co-management and postharvest fisheries ([NFI](#))

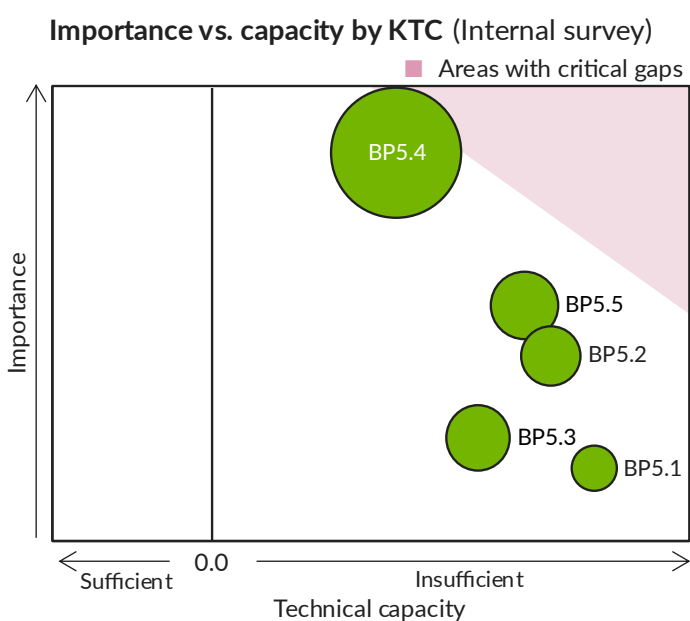
BP5: Digital Agriculture

PPA Overview: ~180 (14th largest PPA), with staff mostly in decentralised offices



[1] NPP = National Project Personnel

Staff view: BP5.4 contains relatively insufficient technical capacity compared to need



BP5.1 Generating global digital public goods
 BP5.2 Promoting inclusive investments in rural digital infrastructure
 BP5.3 Analysing the impact of digital technologies on agriculture
 BP5.4 Promoting the use of digital technologies in food and agricultural production and early warning
 BP5.5 Promoting digital technology for sustainable markets, trade and digital finance

Areas of strength: Staff noted several specific technical strengths within the PPA. On digital technologies in production and early warning (BP5.4) strengths were reported in remote sensing, precision agriculture, and collaboration with ministries on e-registries and advisory tools – although capacity varied across offices. HQ staff highlighted strong expertise on global digital public goods (BP5.1), as well as on digital technology for sustainable markets, trade and digital finance (BP5.5). Decentralised staff cited key strengths in partnerships for last-mile digital infrastructure (BP5.2), and digitalizing their intervention sites and real-time data systems.

Areas of relative gap: On promoting use of digital technologies in production and early warning (BP5.4), the highest-rated KTC for importance, staff highlighted critical gaps in scaling frameworks and decentralised capacity to apply emerging technologies like AI, IoT, advanced modelling, and smart farming. Decentralised offices reported limited capacity in investment planning for digital infrastructure (BP5.2) and private sector partnerships to promote digital technology for sustainable markets, trade and digital finance (BP5.5). On impact analysis (BP5.3), HQ respondents noted limited capacity to compare digital innovation across contexts.

Note: *Technical capacity gaps* are defined as areas of work which staff rate as (i) highly important to the delivery of the PPA, and (ii) having insufficient access to skills, knowledge, and expertise relative to demand (current demand and expected future demand). It is not a review of individual capabilities. Which areas were focused on in the Deep-dive depended on the size of the gap relative to others in the PPA, and considering staff views from the surveys, interviews, focus groups, and workshops.

BP5: Digital Agriculture – Promoting use of digital technologies in production and early warning (BP5.4)

Capacity Gap (Capacity to...)	Expertise Required to Address Gap (Locations)
Share knowledge and use cases on digital technologies in food and agricultural production and early warning. Staff cited: - Knowledge bases on digital agriculture solutions are disconnected from each other and limited in scale - There is a high level of demand from countries to be able to review menus of potential digital agriculture solutions they could adopt and identify those which are most suitable to different contexts - FAO has limited capacity to keep up with expertise on latest digital technology advancements (e.g., AI, internet of things, precision farming, smart farming applications), given the speed of private sector innovation and fragmented nature of digital solutions globally - Regional and country office staff struggle to access technical expertise on digital solutions housed in HQ divisions	- Capacity to scale up the Science Technology Innovation Portal (STI) /Agrifood systems Technologies and Innovations Outlook (ATIO), including integration with other sites (e.g. AgriTechObservatory,, DVI Knowledge Exchange, DigitalAgriHub) to cover tools created by FAO, partners (e.g., IFAD, WB) and the private sector (OIN, CSI) - Knowledge of digital agriculture ecosystems and the landscape of potential solutions to better respond to country requests (CO, RO, with support from OIN) - Capacity to rapidly and flexibly bring in expertise on the latest digital advancements at the regional and country level, (CO, RO with support from OIN, PSU) - Capacity to align taxonomies and common frameworks to create internal consensus (coordinated by OIN)
Advise countries on prioritization of digital agriculture solutions based on impact potential and sustainability. Staff cited: - Members are increasingly seeking impact assessments on the potential and sustainability of digital innovations to guide decisions - Digital inclusion of small scale producers is becoming increasingly important due to growth of mobile advisory, e-commerce and digital market tools - FAO lacks a clear framework for assessing digital agriculture solutions, and has limited capacity to conduct tailored analysis on the suitability of digital technologies across country contexts - Although FAO, through OIN's Digital Agriculture activities, has the capacity to support countries in developing national digital agriculture strategies, there remains a gap in translating strategic findings into country-led, practical, and context-specific guidance and implementation; this is particularly relevant as many countries request support for digital solutions that are overly ambitious, unrealistic, or misaligned with the actual needs of farmers	- Frameworks for categorizing and assessing digital agriculture solutions for different contexts (OIN) - Systems expertise to assess country specific impact potential and sustainability of new digital agriculture solutions (OIN, RO) - Capacity to provide country-level guidance and support the development of national digital agriculture strategies (RO, CO with support from OIN, CSI) - Close coordination between colleagues working on Digital Agriculture (BP5) and Small-scale producers (BP4) to support digital inclusion of small-scale producers (OIN, ESP)
Support the integration of AI within agrifood systems. Staff cited: - AI will have a wide range of use cases in agrifood systems, including: - Upstream innovation (e.g., using AI to accelerate agronomic research) - Analytical and advisory capabilities (e.g., AI x precision agriculture for tailored guidance, AI x extension services, AI x pests diagnostics) - Predictive capabilities (e.g., using AI models in forecasting) - Consumer information (e.g., impact of AI on nutrition and safety info) - To support its Members with AI uptake, FAO can: - Support creation of global standards and best practices (e.g., data collection, and privacy) - Support countries to integrate AI into their agrifood system planning (e.g., in line with global AI roadmaps) - Ensure its public datasets are AI-ready (i.e., machine-readable and interoperable), enabling external partners to integrate them effectively into new AI-enabled products and services. - Given the pace of advancements, FAO could benefit from partnerships with actors at the forefront of the field (e.g., in the private sector), as well coordination with ecosystem actors (e.g., CGIAR) to avoid duplication	- AI strategy expertise, to define FAO's strategic positioning to support on AI and coordinate with other agriculture ecosystem actors (e.g., CGIAR) to avoid duplications (OIN) - Strategic partnerships with actors leading in the space of AI for agrifood systems (including in the private sector) (OIN, PSU) - Expertise in AI applications for agrifood systems, to explore need for global standards, best practices, and provide guidance to countries (e.g., AI roadmaps) (OIN, RO) - Data architecture expertise, to ensure that FAO public datasets AI-ready (i.e., machine-readable and interoperable) to maximise their utility to external partners (ESS, OIN, CSI)

Support governments to scale uptake of digital technology solutions, including through private sector partnerships. Staff cited:

- Although there are many successful pilot projects for digital agriculture solutions, FAO lacks scaling frameworks (including resource mobilization strategies) to support Members to transform digital pilot projects into scaled national programmes
- To support scaling, greater capacity is needed at the decentralised office level to identify high potential investment opportunities, support the preparation of investment cases, and facilitate partnerships between the government and the private sector (including PPPs)

- Knowledge of scaling frameworks (incl. resource mobilization approaches, private sector engagement strategies) (RO, CO, with support from OIN, CSI, CFI, PSU)

- Expertise in identifying digital agriculture investment opportunities and investment case preparation (RO and CO with gaps in expertise (e.g., REU), CO, supported by CFI and OIN)

- Expertise public-private partnerships (PPPs) to scale digital agriculture solutions (PSU, OIN, CFI, RO) – See also BL6

- Stronger networks of potential private sector providers and partners for digital agriculture solutions (RO, CO)

Improve the data architecture of early warning systems to allow for integrated analysis. Staff cited:

- There is demand for more integrated analysis across early warning systems (EWS) to understand interactions (e.g., in trade, in food security, in animal plants pests and diseases)
- Current EWS dashboards and datasets managed by FAO (e.g., GIEWS, EMPRESS) require improvements to their data structure to facilitate these linkages

- Data architecture expertise to connect and digitise different EWS (ESS, OIN, CSI) – see also BP3 for EWS for APPDs

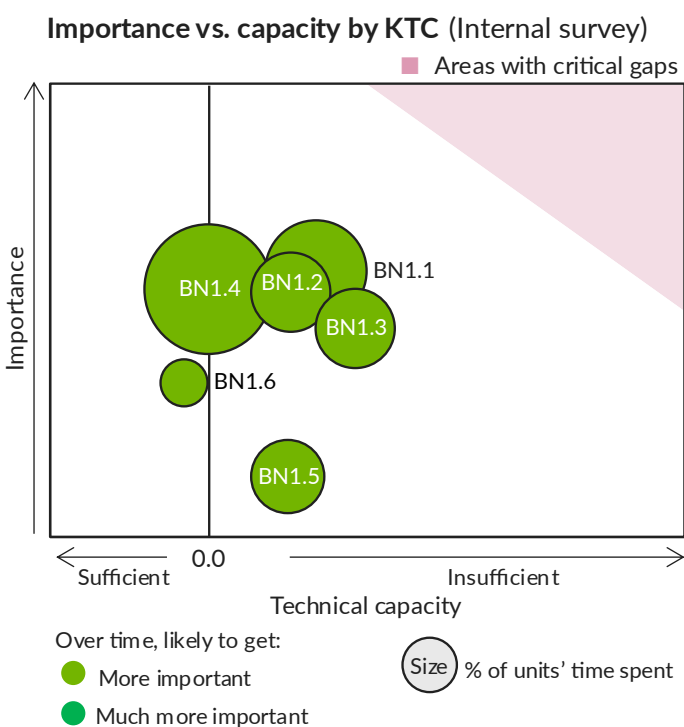
BN1: Healthy Diets for All

PPA Overview: ~270 FTE (11th largest PPA), with staff mostly in decentralised offices



[1] NPP = National Project Personnel

Staff view: BN1.1 and BN1.3 contain relatively insufficient technical capacity compared to need



BN1.1: Facilitating institutional coordination to mainstream healthy diets
 BN1.2: Promoting actions towards suitable food environments for all consumers
 BN1.3: Strengthening country capacity to develop and use national dietary guidelines
 BN1.4: Contributing to food and nutrition education and awareness -raising;
 BN1.5: Promoting platforms for healthy diets
 BN1.6: Multi-stakeholder mechanisms

Areas of strength: FAO has established itself as a global leader in nutrition; HQ and decentralised office staff highlighted key strengths in contributing to food and nutrition education and awareness (BN1.4), capitalizing on inclusive multistakeholder mechanisms to ensure the right adequate food and healthy diets for all (BN1.6) and supporting countries to create dietary guidelines (BN1.3).

Areas of relative gap: Although staff cited strong capacity to support countries on dietary guidelines, they cited insufficient capacity to help countries implement these relative to growing demand (BN1.3). This is of growing importance as nations face complex nutrition challenges, such as food insecurity, obesity, rising food prices, and changing consumption patterns. Staff also cited needing more capacity to mainstream nutrition-sensitive agriculture across sectors and along the value chain – which requires strong institutional coordination (BN1.1). Staff also cited insufficient capacity in applying human rights frameworks as part of the Right to Food.

Note: *Technical capacity gaps* are defined as areas of work which staff rate as (i) highly important to the delivery of the PPA, and (ii) having insufficient access to skills, knowledge, and expertise relative to demand (current demand and expected future demand). It is not a review of individual capabilities. Which areas were focused on in the Deep-dive depended on the size of the gap relative to others in the PPA, and considering staff views from the surveys, interviews, focus groups, and workshops.

BN1: Healthy Diets - Institutional coordination (BN1.1), implementation of dietary guidelines (BN1.3)

Capacity Gap (Capacity to...)	Expertise Required to Address Gap (Locations)
Promote healthy diets and advise on nutrition guidelines and plans that cut across sectors and the agricultural value chain. Staff cited: • Successfully promoting healthy diets for all requires action within a wide variety of sectors and government agencies (e.g., health, education, agriculture), across all parts of the food value chain (from production to consumption) • There is also a need for animal and crop production to be involved in nutrition-oriented policies, projects, and programmes, and vice versa • However, FAO production divisions have very few staff with nutrition expertise, which risks erroneous messaging on nutrition guidance (or guidance which is not in line with FAO definitions of a healthy diet) • Decentralised offices need capacity to bring together disjointed government and private sector stakeholders to develop countries' food systems-based dietary guidelines (FSBDGs) and implement nutrition-oriented policies • To support policy and advocacy, greater cost and impact evidence is needed on integrating nutrition considerations across sectors/value chain; however, FAO lacks capacity to cover all areas of demand • Decentralised offices lack capacity to support local evidence generation • HQ offices lack capacity to backstop country demand or cover all topics (e.g., impact of biodiversity in food production on nutrition)	• Skills to navigate disjointed government systems and bring stakeholders together (e.g., understanding of local political dynamics, communication skills, partnership facilitation skills) (RO, CO where there is high need for support developing nutrition guidelines, policies and programmes (i.e., RAF, REU)
	• Knowledge of nutrition across production sectors at HQ to promote nutrition-sensitive agriculture across the value chain, and ensure that this guidance is in line with FAO definitions of a healthy diet (ESN to closely coordinate with NSP, NSA, NFI)
	• Diversification of crop production systems and the inclusion of nutrition dense crop varieties (NSP)
	• Animal protein expertise (NSA)
	• Expertise on consumer preferences (ESN), and regional shifts in consumption patterns (RO with gaps in this area, e.g., REU)
	• Economic and quantitative analysis, focused on nutrition value chains (incl. the cost and impact of biodiversity on nutritional outcomes). (ESA, ESN, RO with demand in this area, e.g., REU)
	• Expertise on biodiversity impacts on nutrition (ESN, OCB)
Successfully leverage human rights based approaches. Staff cited: • As a UN organisation, FAO has an important role to support Members uphold human rights through policies, legal frameworks, and governance • The Right to Food team have insufficient capacity relative to demand, meaning the full potential of integrating rights-based approaches in FAO's support to its Members is not realised • People-centred and right-based approaches for agrifood systems transformation, including science and innovation, are relevant across all PPAs, and necessitate more corporate expertise in Right to Food.	• Expertise in rights-based approaches, policies and legal frameworks to uphold the Right to Food (Specialised expertise in ESP, LEG in collaboration with ESN, in addition to corporate-wide knowledge of rights based approaches across HQ and in RO that are lacking this expertise (e.g., REU))
Capacity to support governments to translate guidelines into action. • FAO has strong capacity to support countries to develop FSBDGs; however, having FSBDGs in place does not necessarily lead to impact • Governments and other institutions frequently need support to implement activities recommended by the guidelines (e.g., school-based dietary programmes, education programmes, amending food-related policies, implementing nutrition labelling, adding a nutrition-lens to extension services for farmers, etc.) • Many RO and CO do not have the capacity to support institutions with implementation of nutrition-related programming and policies – with capacity varying widely across countries and regions • In some RO, a challenge is that people tagged to 'nutrition roles' may not be nutrition specialists (i.e., with a formal education in nutrition)	• Nutrition specialists focused on supporting institutions to create and implement nutrition policy and programming that bring expertise in nutrition science, policy development, programme design, and understanding of the local/indigenous food landscape (RO - offices lacking nutrition expertise, including expertise related to the major trends in the region - e.g., obesity expertise)
	• Better access to regional or HQ nutrition expertise for country offices without human resources dedicated to nutrition (ESN, RO, CO)
Capacity to create, use, and set guidelines for using context-specific nutrition and dietary data to inform policy guidance on healthy diets. Staff cited: • Local nutritional data is critical for giving policymakers tailored guidance and for motivating them to act • Although FAO has technical expertise in data collection and analysis of dietary data, staff reported insufficient capacity to meet high (and growing) country demand for data • This capacity needs to span the three levels: with CO and RO supporting data collection (and analysis where possible) and with HQ backstopping this capacity (e.g., providing guidance on the appropriate indicators to use, providing support managing and analysing large datasets, etc.)	• Capacity to collect, analyse and communicate context-specific food and dietary data, including scenario modelling (ESN or ESS; RO that are currently lacking this capacity relative to demand, including backstopping country offices)
	• Capacity to develop guidance on nutrition indicators (ESN)

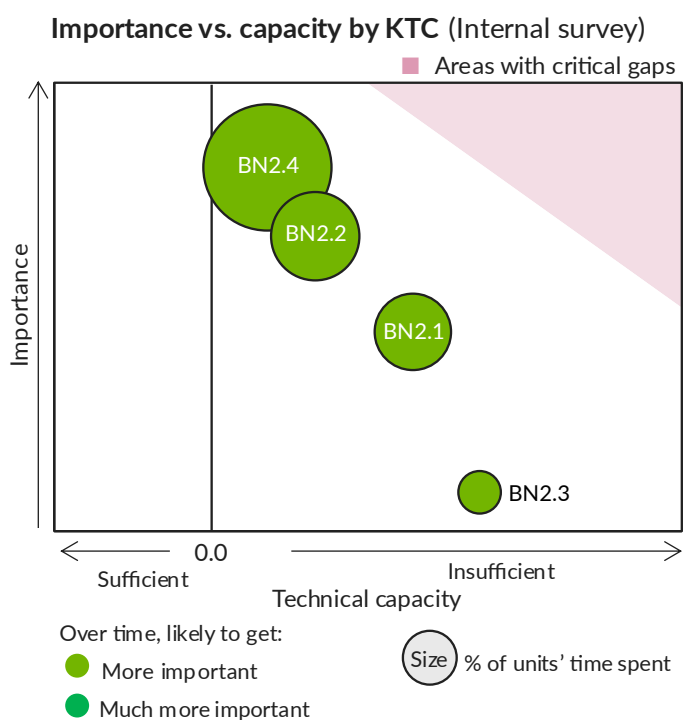
BN2: Nutrition for the Most Vulnerable

PPA Overview: ~310 (10th largest PPA), with staff mostly in decentralised offices



[1] NPP = National Project Personnel

Staff view: BN2.1 has relatively insufficient technical capacity, especially in decentralised offices



Areas of strength: In policies and investments (BN2.2), staff cited strengths in integrating nutrition into both emergency response and agricultural practices. Within initiatives for women, children, and youth (BN2.4), staff highlighted strengths in developing targeted dietary guidelines for different groups, supporting school feeding programmes, and promoting women's leadership in nutrition-sensitive agriculture and household decision-making on food.

Areas of relative gap: Strengthening data systems for policies and investments (BN2.1) was cited as an important area of work for FAO in which there was relatively insufficient technical capacity, particularly within decentralised offices. Specific gaps include supporting the collection of relevant nutritional data in resource constrained environments, ensuring policies are informed by individual level-data as well as household-level data, and facilitating the translation of high-quality data into decision-making for policies related to nutrition.

- BN2.1 Strengthening data systems for policies and investments targeting the most vulnerable
 BN2.2 Improving the design, implementation, and monitoring of targeted policies and investments
 BN2.3 Promoting recognition of Indigenous Peoples' food and knowledge systems
 BN2.4 Implementing initiatives supporting women, children, and youth in situations of greatest vulnerability

Note: *Technical capacity gaps* are defined as areas of work which staff rate as (i) highly important to the delivery of the PPA, and (ii) having insufficient access to skills, knowledge, and expertise relative to demand (current demand and expected future demand). It is not a review of individual capabilities. Which areas were focused on in the Deep-dive depended on the size of the gap relative to others in the PPA, and considering staff views from the surveys, interviews, focus groups, and workshops.

BN2: Nutrition for the Most Vulnerable – Strengthening data systems (BN2.1)

Capacity Gap (Capacity to...)	Expertise Required to Address Gap (Locations)
Support the collection of relevant nutritional data, including in resource constrained environments. Staff cited: - Members request support from FAO on data collection on nutritional intake and dietary diversity; however, this data is often not incorporated in existing national data collection (e.g., food security surveys/indicators) - Existing food security surveys are costly and time intensive, meaning they cannot simply be extended to include nutritional intake and dietary diversity indicators – especially in crisis contexts which require rapid data collection at low cost - Current survey and data collection design does not always reflect these on-the-ground realities, and there is a need to agree on minimum viable data collection to inform different types of decision-making - Staff in decentralised offices need capacity to work with national counterparts to design appropriate data collection methods (e.g., telephone surveys, community-based approaches)	- Experience or in-depth understanding of the realities of data collection on the ground, to ensure metrics and indicators are based on feasible nutrition-specific and dietary-specific data collection at the country level (ESN, ESS) - Expertise in advocating with ministries in charge of national data on food security, to encourage integration of nutrition into existing national data collection efforts (RO, CO with support from ESN) - Coordination across agencies collecting data on food security (e.g., FAO, IOM, UNICEF, WFP, WHO) in crisis settings – e.g., via taskforces or other mechanisms (ESN, OER)
Support consideration of individual level nutrition, rather than household level, to inform policy and investment. Staff cited: - Nutritional data is often collected at the household level, which can hide disparities within households, especially with regards to women and children - This problem can be more difficult to address when data collectors' access to women and children is limited by the social and cultural context - FAO can support individualised data collection and analysis methods to better capture these realities	- Ensure existing nutrition and dietary diversity data experts provide normative guidance on the collection of data at the individual level (ESN) - Expertise in gender and social inclusion, with experience in collecting data across a range of cultural contexts (ESN, RO, CO)
Facilitate the translation of high-quality data and evidence into decision-making for policies related to nutrition. Staff cited: - There is demand from Members for FAO to support decision-making on policies related to nutrition through the use of high-quality data and evidence - Effective decision-making requires a close link between those carrying out data collection and those carrying out data analysis, as data collection should be informed and shaped by the eventual goals of the data analysis - However, there is currently a disconnect between nutrition data collection efforts (e.g., ESS) and efforts to inform decision-making on policy (e.g., ESA, ESN)	- Close collaboration across divisions and offices, to ensure data collection efforts are designed to produce useful outputs for decision-making (ESA, ESN, ESS, RO, CO) - Stakeholder engagement and policy skills, to engage policymakers when constructing data collection and analysis efforts at the country level and ensure data will be useful for future decision-making (ESN, RO, CO)

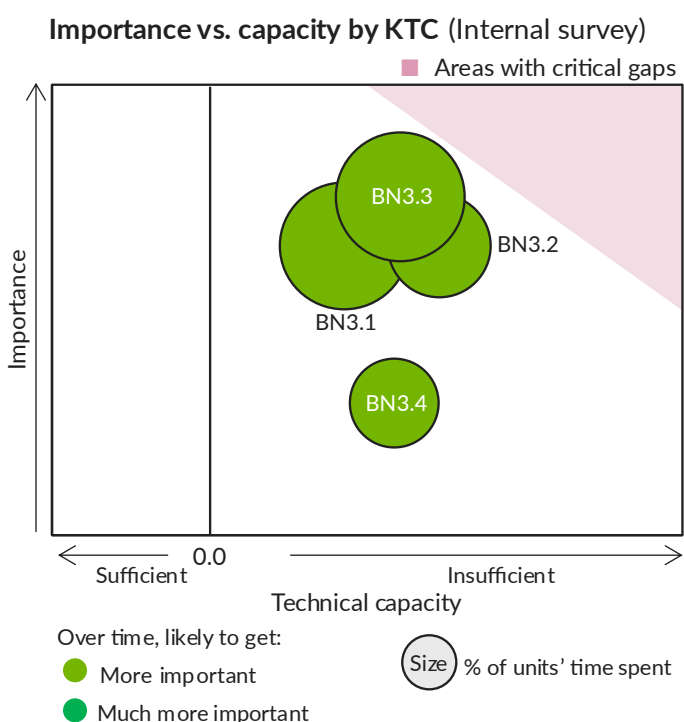
BN3: Safe Food for Everyone

PPA Overview: ~250 (12th largest PPA), with staff mostly in decentralised offices



[1] NPP = National Project Personnel

Staff view: BN3.3 has insufficient technical capacity relative to importance



Areas of strength: FAO's core strength within food safety lies in producing normative standards and guidelines, most notably through contributions to Codex Alimentarius. Other strengths cited included providing science and evidence (BN3.2), where staff highlighted the possession of core scientific knowledge – e.g., bacteriology, virology, chemical substances.

Areas of relative gap: Strengthening and improving national food control systems (BN3.3) was cited as an area with technical capacity gaps relative to its importance. Gaps highlighted include communication of food safety risks at the country level, engaging in advocacy and policy dialogue to influence food safety implementation, and supporting Members to implement Codex and other food safety guidelines through data collection and analysis.

- Over time, likely to get:
- More important
 - Much more important
- BN3.1 Strengthening inter -governmental and inter -sectoral coordination of food safety governance
 BN3.2 Providing science and evidence for food safety decision making
 BN3.3 Strengthening and improving national food control systems
 BN3.4 Fostering public and private sector collaboration in food safety management

Note: *Technical capacity gaps* are defined as areas of work which staff rate as (i) highly important to the delivery of the PPA, and (ii) having insufficient access to skills, knowledge, and expertise relative to demand (current demand and expected future demand). It is not a review of individual capabilities. Which areas were focused on in the Deep-dive depended on the size of the gap relative to others in the PPA, and considering staff views from the surveys, interviews, focus groups, and workshops.

BN3: Safe Food for Everyone – Food Safety Implementation at the Country Level

Capacity Gap (Capacity to...)	Expertise Required to Address Gap (Locations)
Conduct effective communication of food safety risks at the country level. Staff cited: - Effective communication of food safety risks is a fundamental component of national food systems - Risk communication needs to be targeted at a wide range of stakeholders across the food system, including private sector food producers, food distribution networks, and consumers - However, FAO's current work in this area can lack consideration of the social and behavioural approaches required to influence different audiences - Furthermore, there is a need to ensure that communication approaches are contextualised to local contexts and cultures	- Behavioural science experts, to inform effective design of food safety risk communication (ESF, OIN) - Food risk communications experts, to tailor communication on food safety risks to specific country contexts and audiences, including cultural and linguistic differences (ESF, RO, CO)
Support Members to meaningfully implement Codex and food safety guidelines, including through data collection and analysis. Staff cited: - Implementation of Codex at the country level relies on Members having the requisite data to inform food safety policies and regulation - There is demand from Members for capacity building support on building data collection and analysis processes related to Codex – particularly in countries that have recently experienced public food safety incidents	Expertise in food safety data collection and analysis, to support countries with building data processes that enable implementation of Codex and food safety guidelines (RO, CO, supported by CJW, ESS, ESF)
Update Codex and food safety recommendations in line with ongoing and expected future trends in the food industry. Staff cited: - There is a continual need to update Codex and food safety guidelines, to ensure that guidance encompasses changes in: - Food production methods (e.g., cell-based foods) - Food types (e.g., alternative proteins) - Food packaging (e.g., biodegradable packaging) - Hazards (e.g., changes in mycotoxins due to climate change) - Testing methodologies (e.g., soy testing)	- Food technologists with sufficient expertise to engage external scientific experts on emerging food trends – e.g., to engage committees to provide expert guidance (CJW, ESF) - Food scientists with backgrounds in applied food safety and technology, rather than purely scientific and technical backgrounds, to facilitate the development of practical guidance (CJW, ESF)
Engaging in advocacy and policy dialogue to influence food safety implementation. Staff cited: - In many countries, there is a need for greater advocacy and policy dialogue on the importance of food safety - This requires broad engagement of high-level decision-makers beyond typical FAO counterpoints (e.g., Ministries of Health) – FAO lacks sufficient capacity to build these relationships at the regional level - FAO also lacks capacity to assess the economic impacts of food safety policies for inclusion in advocacy and policy dialogue	- Stronger engagement of stakeholders involved in decision-making on food safety, beyond Ministries of Agriculture – e.g., Ministries of Health (RO, CO) - Economists focused on assessing the potential economic impacts of food safety policies, in order to justify food safety policies and investments (ESA, ESF, RO)
Provide technical support on food safety implementation from both HQ and decentralised offices. Staff cited: - Effective implementation of food safety policies at the country level relies on both comprehensive knowledge across food safety topics and an understanding of local contexts - As it is not feasible for country offices to house expertise across all areas related to food safety (e.g., legal frameworks, risk communication, hazard analysis), there is a need for greater technical level engagement between HQ and decentralised offices	- Up-to-date knowledge of the latest technical areas of food safety among food safety officers, such that they are able to provide technical expertise within their areas of expertise – e.g., hazard analysis (ESF) - Ensure engagement of nutrition focal point to integrate nutrition into food safety work at the country level (ESN) - Animal food safety expertise, to support decentralised offices with high volume of requests in this area (NSA) - Engagement between HQ and country-level practitioners to understand key areas of demand at the country level (ESF, RO, CO)

BN4: Reducing Food Loss and Waste

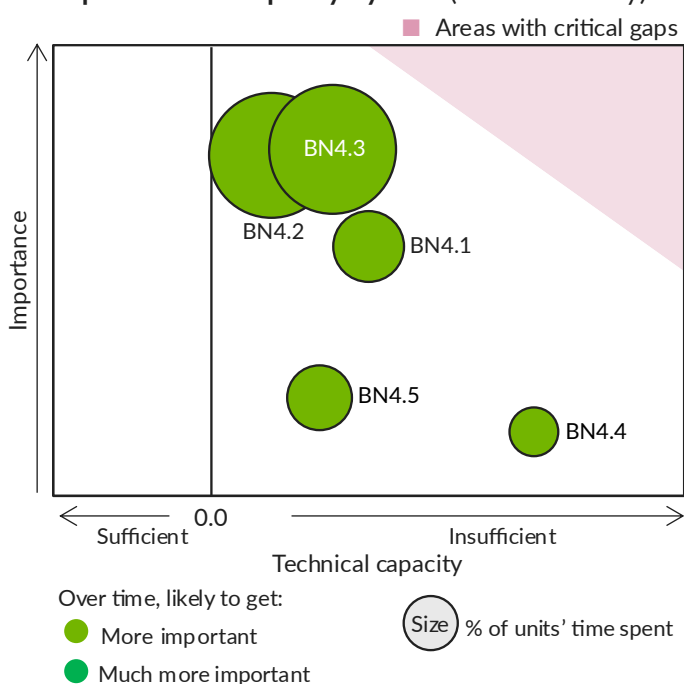
PPA Overview: ~80 (17th largest PPA), with staff mostly in decentralised offices

Estimated # of FTE contributing to the PPA: ~80



Staff view: FAO has insufficient technical capacity to provide evidence-based guidance on FLW reduction

Importance vs. capacity by KTC (Internal survey)



- BN4.1 Stimulating behavior change and actions to reduce food loss and waste
 BN4.2 Contributing to strategies and frameworks to address food loss and waste
 BN4.3 Strengthening the capacity of food supply chain and agrifood system actors to reduce FLW
 BN4.4 Contributing to improved access to finance for food supply chain actors
 BN4.5 Facilitating partnerships, collaboration and inclusive coalitions for FLW reduction

Areas of strength: FAO is the only organisation with technical expertise across all areas of food loss and waste (FLW), making it uniquely positioned within the space. FAO's broad expertise across agriculture and food systems (e.g., fisheries & aquaculture, animal health, plant production) allows it to leverage a food systems approach to FLW. Respondents cited strategies and frameworks to address FLW (BN4.2) as a particular strength, highlighting contributions to the development of guidelines and national plans for reducing food loss.

Areas of relative gap: Respondents noted insufficient technical capacity relative to the importance of capacity building (BN4.3), strategies and frameworks (BN4.2), and stimulating behaviour change (BN4.1) in reducing FLW. Across each of these KTCs, respondents noted a need for FAO to better provide evidence-based guidance on FLW interventions. Gaps highlighted include data collection and evidence generation in support of FLW policy, analysing potential FLW policy and legislation, and evaluating potential FLW reduction technologies across the food value chain (see deep-dive table below).

Note: Technical capacity gaps are defined as areas of work which staff rate as (i) highly important to the delivery of the PPA, and (ii) having insufficient access to skills, knowledge, and expertise relative to demand (current demand and expected future demand). It is not a review of individual capabilities. Which areas were focused on in the Deep-dive depended on the size of the gap relative to others in the PPA, and considering staff views from the surveys, interviews, focus groups, and workshops.

BN4: Reducing Food Loss and Waste – Evidence-Based Guidance on FLW Interventions

Capacity Gap (Capacity to...)	Expertise Required to Address Gap (Locations)
Support data collection and evidence generation aimed at informing food loss and waste (FLW) policy. Staff cited: - To craft policies that effectively reduce FLW along the value chain requires access to high-quality data and evidence - A lack of data and evidence in many countries, particularly in Africa, is leading to either blind policy formulation or a reluctance from governments to engage with FLW - There is high demand for FAO support from countries in using harmonised methodologies for data collection (e.g., Food Loss Index), however, FAO lacks some of the expertise required to inform these assessment methodologies - FAO also lacks data collection and analysis expertise tailored to African agrifood systems, where food loss rates are highest, especially for informal markets and smallholder farming contexts	- Food technologists, with the capacity to produce normative guidance on FLW assessment methodologies (ESF) - Expertise in data collection and analysis for food loss and waste, tailored to country contexts (RO, CO in RAF where food loss rates are highest)
Analyse the potential impacts of policies and legislation that could be implemented to reduce FLW. Staff cited: - In many countries, there is insufficient capacity to assess the impact of policies on FLW reduction to advocate for their importance, contributing to low rates of implementation - There is opportunity to better leverage FAO's existing expertise in policy, economics, legal frameworks, and agribusiness analysis to analyse options for FLW reduction	- Policy analysts, with both skills in economic analysis and a background in FLW reduction (ESF, RO, CO) - Economic and agribusiness expertise applied to FLW (ESF) - Greater coordination between ESF/ESN and LEG to leverage technical support on FLW legislation (ESF, LEG) - Expertise on nutrient loss, spanning knowledge of both systems and value chains as well as nutritional impacts (ESN)
Evaluate the potential of FLW reduction technologies across the food value chain. Staff cited: - There is a rapid evolution of new technologies that can have beneficial applications to FLW reduction – e.g., predictive analysis, smart agriculture, supply chain monitoring, enhanced food storage facilities - For FAO to effectively support countries to harness these technologies, it needs to have a strong understanding of: - What the latest technologies are - How technologies can be applied across the value chain - Potential trade-offs within the wider food system (e.g., food safety implications, climate implications) - The application of technologies in low-resource settings	- Knowledge of and capacity to holistically and comparatively evaluate technologies which can be leveraged to reduce FLW, including in low-resource settings (ESF, OIN, RO) - Food technologists specialised in operations across the value chain, from post-harvesting to pre-retail (ESF, RO, CO)
Support Members to conduct effective advocacy and awareness raising on FLW reduction. Staff cited: - There is demand from Members for support with stimulating behaviour change for FLW reduction via advocacy and awareness raising, especially for efforts targeted at the consumer level - Historically, FAO's work on FLW reduction has focused on governments and supply chain actors - FAO needs to develop stronger capacity within the consumer segment, including expertise in behavioural change and effective communications that is based on evidence of which interventions are most effective at stimulating change	- Behavioural change expertise focused on FLW reduction (ESF, OIN, CSI) - Communications expertise on FLW reduction (ESF)

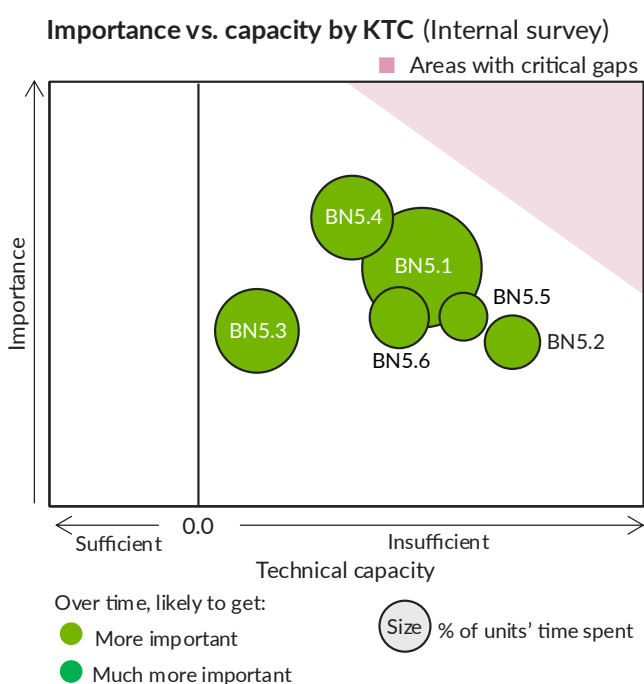
BN5: Transparent Markets and Trade

PPA Overview: ~ 170 (15th largest PPA), with staff mostly in decentralised offices



[1] NPP = National Project Personnel

Staff view: Decentralised offices contain relatively insufficient technical capacity compared to need



BN5.1 Providing information and analyses to enhance food market transparency and inform policy responses to crises

BN5.2 Establishing or strengthening market intelligence and early warning systems

BN5.3 Assisting countries in developing capacities for implementing trade agreements

BN5.4 Promoting innovative policy and technical approaches on markets and trade

BN5.5 Advancing regulatory cooperation on trade facilitation measures

BN5.6 Promoting information and communication technologies and digital solutions to simplify trade

Areas of strength: Staff reported close to sufficient capacity in developing capacities for implementing trade agreements (BN5.3), citing E-learning courses as a key strength. HQ respondents rated providing information for market transparency (BN5.1) as the most important and well-capacitated KTC, noting FAO's position as trusted global data and analysis provider for markets and trade. On regulatory cooperation (BN5.5) FAO's work on international standards (e.g., Codex, IPPC) and systems (e.g., e-Phyto) was cited as a key strength.

Areas of relative gap: The most significant capacity gaps were reported in decentralised offices, particularly on ability to provide country level guidance on trade. On innovative markets and trade approaches (BN5.4), staff cited limited trade expertise and capacity to support trade policy. On market intelligence (BN5.2), staff noted weak local-level market intelligence and limited capacity to expand monitoring to regional priority commodities. On market transparency (BN5.1) staff cited a lack of granular market data and challenges in translating global analysis into country-level guidance.

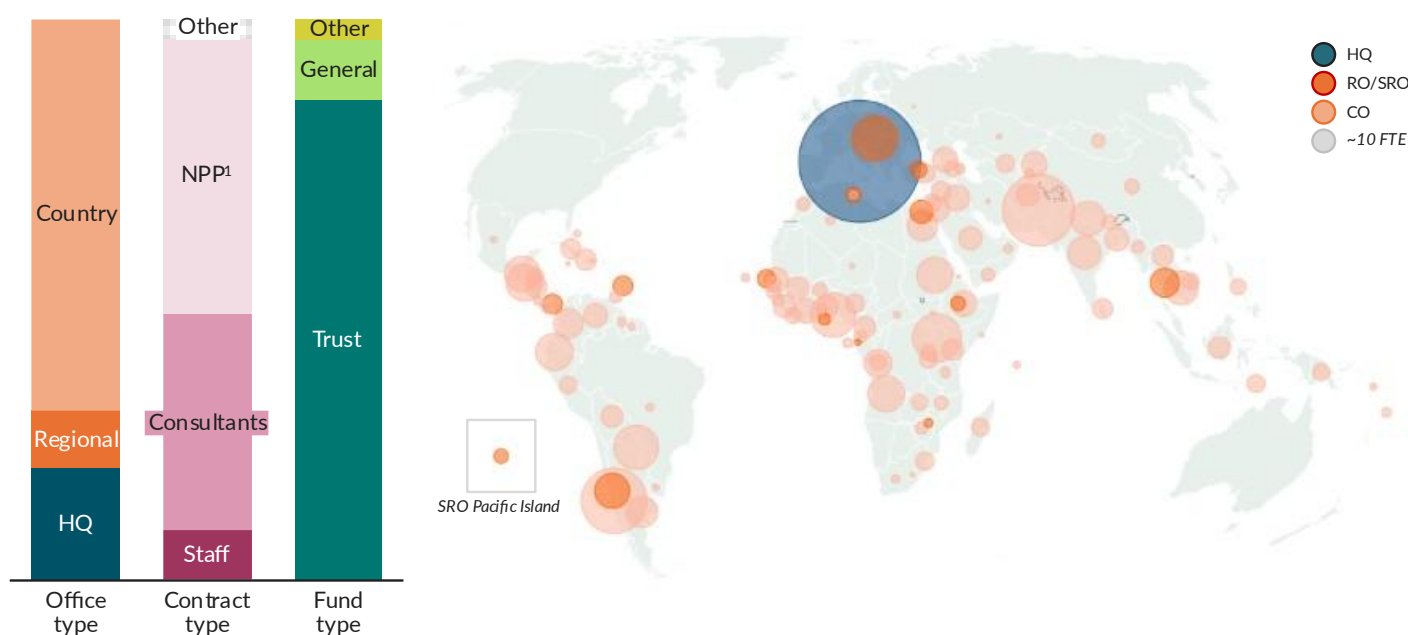
Note: **Technical capacity gaps** are defined as areas of work which staff rate as (i) highly important to the delivery of the PPA, and (ii) having insufficient access to skills, knowledge, and expertise relative to demand (current demand and expected future demand). It is not a review of individual capabilities. Which areas were focused on in the Deep-dive depended on the size of the gap relative to others in the PPA, and considering staff views from the surveys, interviews, focus groups, and workshops.

BN5: Transparent Markets and Trade – Country level guidance on trade

Capacity Gap (Capacity to...)	Expertise Required to Address Gap (Locations)
Support trade decision-making through data provision, including FAO global public goods and market intelligence data. Staff cited: - There is insufficient capacity to expand FAO's global commodities and goods monitoring (e.g., of farmgate prices) to include regional priority commodities and goods, despite demand from RAF and RAP - There is also growing demand from Ministries for capacity building on how to access and interpret trade and price data to inform decision-making on agricultural trade and markets - FAO decentralised office staff have limited capacity to promote use of FAO's data and tools on trade; or to create feedback loops to the global level on ways to improve the usability and accessibility of these tools	- Commodity economists with capacity to monitor commodities which are regional priorities (RO with demand for regional commodity data, e.g., RAF, RAP, or centrally supported by EST) - Capacity to socialise existing trade data and tools and run capacity building for ministries on data for decision-making, including non-FAO data (e.g., IFPRI Food Security Portal) (RO, supported by EST, ESA) - Stronger feedback mechanisms for country and global counterparts, to improve accessibility of FAO tools used by government counterparts (EST, ESS, ESA, RO, CO) - Capacity to disseminate FAO public goods and reports, including outreach to collaborate on data usage globally and regionally across sectors (EST)
Provide regional and country level trade analysis to inform policy guidance. Staff cited: - Countries seek FAO guidance on both state-led trade and private sector trade, including how to use early warning data (e.g., FPMA) to inform policy - Demand for local trade analysis is growing (especially from non-WTO Members) due to the food security impact of global trade disruptions, including opportunities to diversify trade, develop new routes, and strengthen regional hubs - FAO has limited capacity for regional and country-specific trade analysis, with many RO (RAP, REU, RNE) lacking trade economists that can support advisory work - ESA provides trade policy analysis in sub-Saharan Africa through the Monitoring Public Expenditure on Food and Agriculture Programme (MAFAP), but capacity to meet demand beyond these target countries is limited	- Trade economists working on regional and country-level policy analysis (in RO or SRO working closely with EST and ESA to directly support country requests) with capacity to: - Conduct country- and region-specific trade analysis focused on priority value chains and trends relevant to regional and local food security - Carry forward global level analysis products (e.g., State of Agricultural Commodity Markets report) with policy makers and private sector stakeholders (e.g., through workshops), focusing on translating global level insights into local strategic and policy implications
Support export-oriented value chain development. Staff cited: - There is growing demand for support on export-oriented value chain development, including identifying priority commodities, trade partners, and related policy and technical guidance (e.g., trade infrastructure, digital tools, farmgate price-setting) - Specific initiatives (e.g., MAFAP, OCOP) support certain countries and value chains, but cannot meet broader demand	- Expertise in export-oriented value chain development to support country requests on guidance in policy and technical approaches (e.g., infrastructure for trade, digital technology for trade facilitation, farmgate price-setting mechanisms) (EST, ESA, ESF, ESP with links to production divisions and capacity to support RO, CO) - More strategic partnerships to access expertise in export-oriented value chain development (e.g., UNIDO) (EST, RO)
Advise on digital technologies for trade. Staff cited: Decentralised offices cannot meet rising demand for advisory support on digital technologies to enhance trade efficiency, cut costs, and grow export markets)	Expertise in digital technologies for trade (e.g., AI, IoT, Blockchain technology, digital payments, e-commerce platforms, trade finance technology, and smart ports) (EST, OIN, with capacity to support RO, CO)
Promote regulatory cooperation on trade. Staff cited: - Within trade, guidance on regulation is the most frequently demanded area for FAO support - Although FAO leads global trade standards (e.g., ISPMs, Codex), it's capacity to support implementation is at risk - For example, the e-Phyto solution (used in over 130 countries to support the ISPMs electronically) is maintained by a small team with limited and unsecured capacity - For food safety and Codex technical capacity needs see BN3 - Countries are also increasingly seeking regulatory intelligence and capacity building on demonstrating compliance with: - WTO agreements (e.g., SPS, AoA) - Environmental and sustainability standards in destination markets (e.g., EU Green Deal, EU CSRD, EU Deforestation Regulation) - National Quality Infrastructure (NQI) - Decentralised offices have limited capacity and awareness to support countries on regulatory issues or promote existing regulatory mapping tools to meet broader demand.	- Regulatory compliance expertise to conduct regulatory mapping and support countries with capacity building on demonstrating compliance, including capacity to connect countries to partners with specialised technical knowledge (e.g., UNIDO, World Bank, International Trade Centre) (RO / EST with mandate to directly respond to country requests) - Capacity to maintain the e-Phyto Solution and support uptake via capacity building efforts (NSP/IPPC Secretariat) - For capacity needs related to Food Safety regulations and Codex see BN3

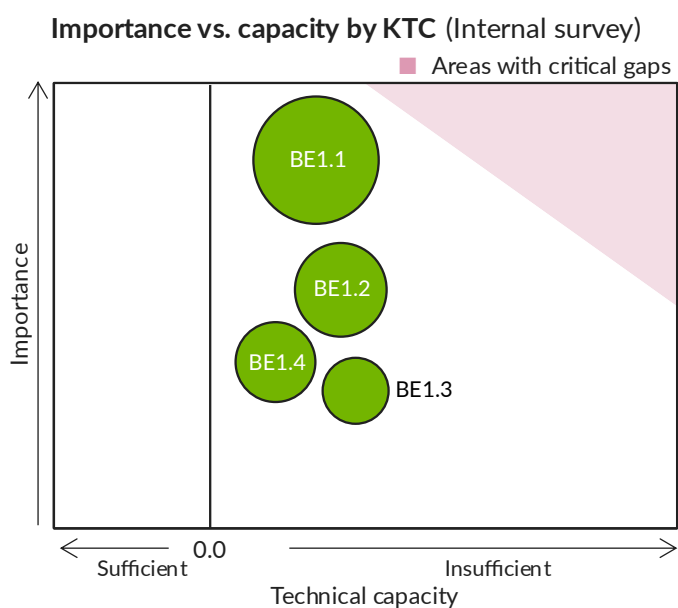
BE1: Climate Change Mitigating and Adapted Agrifood Systems

PPA Overview: ~1,500 (2nd largest PPA) with staff mostly in country offices



[1] NPP = National Project Personnel

Staff view: FAO has insufficient technical capacity in translating climate science to policy



Over time, likely to get:

- More important
- Much more important

BE1.1 Enhancing capacities to generate agrifood responses to climate change mitigation and adaptation

BE1.2 Integrating agrifood responses to climate change mitigation and adaptation

BE1.3 Enhancing inclusion for marginalized groups in climate change mitigation and adaptation

BE1.4 Strengthening coordination and delivery in climate change mitigation and adaptation

Areas of strength: Within BE1.1 (Enhancing capacities to generate agrifood responses to climate change mitigation and adaptation), respondents reported capacity strengths across various aspects of climate-smart agriculture, including forestry management and drought planning. For strengthening coordination and delivery (BE1.4), respondents highlighted strengths in helping countries to access climate finance, most notably through the Green Climate Fund and Global Environment Facility. Within integrating agrifood into climate change mitigation and adaptation (BE1.2), staff cited strengths in advocating for agrifood systems within the UNFCCC system (e.g., ensuring agrifood systems are consistently on the agenda at COP) and supporting Members to navigate the wider climate landscape (e.g., Nationally Determined Contributions, National Action Plans).

Areas of relative gap: Across the KTCs, the most important gap highlighted by respondents was ability to support the science-policy interface within climate change mitigation and adaptation. Gaps in this area included being connected to the latest climate science, data, and evidence, translating this evidence for use in national policy decision-making for agrifood systems, and bringing multidisciplinary expertise to bridge the science-policy interface.

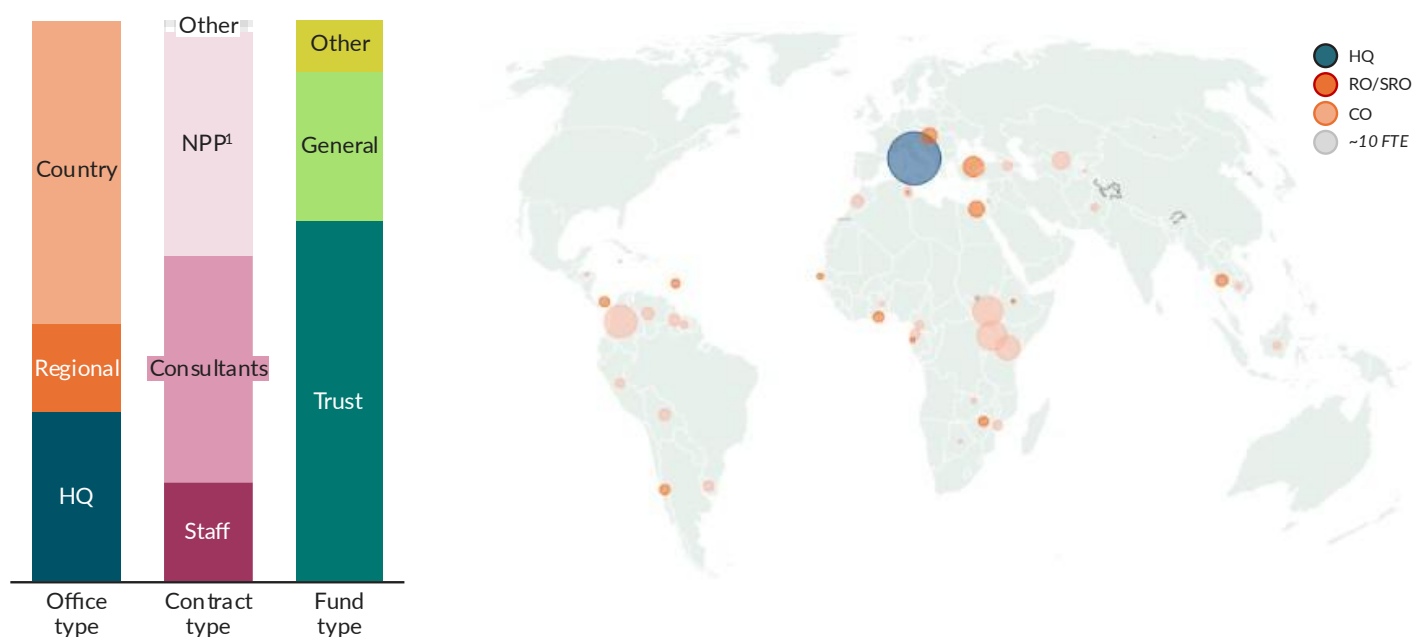
Note: *Technical capacity gaps* are defined as areas of work which staff rate as (i) highly important to the delivery of the PPA, and (ii) having insufficient access to skills, knowledge, and expertise relative to demand (current demand and expected future demand). It is not a review of individual capabilities. Which areas were focused on in the Deep-dive depended on the size of the gap relative to others in the PPA, and considering staff views from the surveys, interviews, focus groups, and workshops.

BE1: Climate Change Mitigating and Adapted Agrifood Systems – The science-policy interface

Capacity Gap (Capacity to...)	Expertise Required to Address Gap (Locations)
Serve as an authoritative voice and convenor on the latest science, data, and evidence on climate change mitigation and adaptation in food and agriculture. Staff cited: - Historically, less focus has been given to the impacts of climate change on the agrifood sector and the potential for climate change mitigation and adaptation within agrifood systems - It is important for FAO to build credibility within the climate space, including by leveraging leading scientific expertise that can provide authoritative input regarding climate change mitigation and adaptation techniques across a wide range of topics and local contexts - In recent years, FAO has lost multiple staff in technical positions with scientific expertise, which risks limiting FAO's ability to connect to the latest science and climate science, and could reduce credibility with Members and potential partners	- Climate expertise across sectors and scientific areas, across Divisions with links to OCB: - Carbon sequestration (NSP, NFO, NSL, NFI, OCB) - Agroforestry adaptation (NFO) - Sustainable livestock (NSA) – see BP1 - Methane (OCB, NSP, NSA) - Soil and water pollution (NSL) - Re-carbonisation of agricultural soils (NSL, OCB) - Adaptation of agricultural waters (NSL, OCB) - Climate resilient seed varieties (NSP) – see BP1 - Climate impact on micronutrients (ESN) - Climate-smart aquaculture (NFI) – see BP2 - Stronger networks and partnerships with leading climate science institutions (e.g., IPCC, academic institutions) to access scientific expertise, data, and best practice – including research institutions based in the Global South (OCB, with support from PSU)
Translate scientific data and evidence for use in national policy decision-making. Staff cited: - There is currently a disconnect between the research institutions producing climate science and national policymakers - To bridge this gap, there is a need to synthesise the relevant scientific literature and translate it for use as an input into policy decision-making - When translating climate data and evidence, there is a need to speak the language of policymakers to build political will (e.g., analysis of opportunities to attract investment), as well as hold sufficient technical understanding of the climate science - FAO has a unique role to play in this space, given its positioning at the nexus of climate action and agrifood systems, its understanding of the socioeconomic impacts of climate policy, and its strong relationships with national ministries of agriculture	- Climate science expertise, to offer science-based tools, frameworks, methodologies, data, and evidence-driven analysis in support of policy development at the country level, including in alignment with country obligations and planning processes in the international climate and biodiversity conventions – e.g., UNFCCC, CBD (OCB, in coordination with RO, CO) - Climate-related expertise at the regional and country level, supported by global knowledge sharing from HQ (RO, CO, with support from OCB) - Stakeholder engagement expertise, to engage various actors to establish policy instruments, strategies, and plans that can support translation of science into policy at the country level – including with other government actors beyond Ministries of Agriculture (OCB, in coordination with RO, CO) - Climate science communications expertise (OCB, with support from OCC, Chief Scientist Office) - Quantitative analysis expertise, to conduct cost-benefit assessments and reviews of different climate policy options (OCB, supported by ESS)
Coordinate FAO's work on climate change to bring multidisciplinary scientific expertise to decision-making on policy. Staff cited: - To inform decision-making on policy, climate data and evidence needs to be comprehensive, factoring impacts across a range of sectors and contexts - Therefore, FAO needs to coordinate multidisciplinary and cross-sectoral expertise relevant to climate change mitigation and adaptation within agrifood systems (e.g., sustainable livestock specialist with understanding of climate impact analysis) - However, there is currently a lack of positions dedicated to collaborative functions, with limited incentives or structures for specialists to share knowledge beyond their divisions, which has led to missed opportunities to fully utilise available knowledge across FAO	- Capacity to coordinate across topics related to climate change mitigation, adaptation, resilience, and loss and damage within agrifood systems, to coordinate climate-related work by production divisions as well as divisions in the economic and social development stream (OCB) - Capacity to support and address country requests on science-based integrated climate solutions in agriculture and food systems, connecting to different areas of HQ or external partners' expertise as needed, including through joint programmes and value addition (RO, with support from OCB)

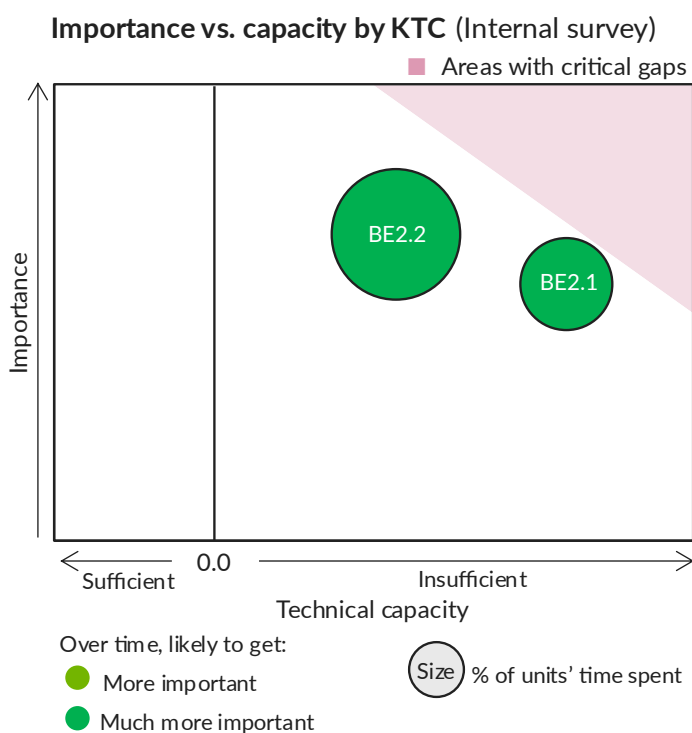
BE2: Bioeconomy for Sustainable Food and Agriculture

PPA Overview: ~190 (13th largest PPA), with staff mostly in decentralised offices



[1] NPP = National Project Personnel

Staff view: BE2.1 contains relatively insufficient technical capacity compared to need



Areas of strength: Staff reported relatively stronger technical capacity for bioeconomy strategies (BE2.2), emphasizing ability to leverage FAO's global datasets, policy advisory experience, and broad stakeholder networks, along with existing country-level partnerships and regulatory frameworks that support bioeconomy policy development. Some respondents also noted strengths on deploying bioinnovations (BE2.1), including strong capacity to work across country offices to enhance cross-country bioeconomy value chains within regions, as well as examples of successful pilot initiatives led by HQ.

Areas of relative gap: Respondents rated deploying bioinnovations (BE2.1) as similarly important but with less technical capacity relative to BE2.2. HQ divisions noted a lack of specialists on both precision biotechnologies and frugal bioinnovations. Decentralised offices cited limited ability to access to expertise on specific bioprocesses (e.g., bio-catalysis, genetic synthetic biology, microbial fermentation), as well as challenges to scale bioinnovation pilot initiatives. Some staff also reported gaps on bioeconomy strategies (BE2.2) relating to collating bioeconomy data.

Note: Technical capacity gaps are defined as areas of work which staff rate as (i) highly important to the delivery of the PPA, and (ii) having insufficient access to skills, knowledge, and expertise relative to demand (current demand and expected future demand). It is not a review of individual capabilities. Which areas were focused on in the Deep-dive depended on the size of the gap relative to others in the PPA, and considering staff views from the surveys, interviews, focus groups, and workshops.

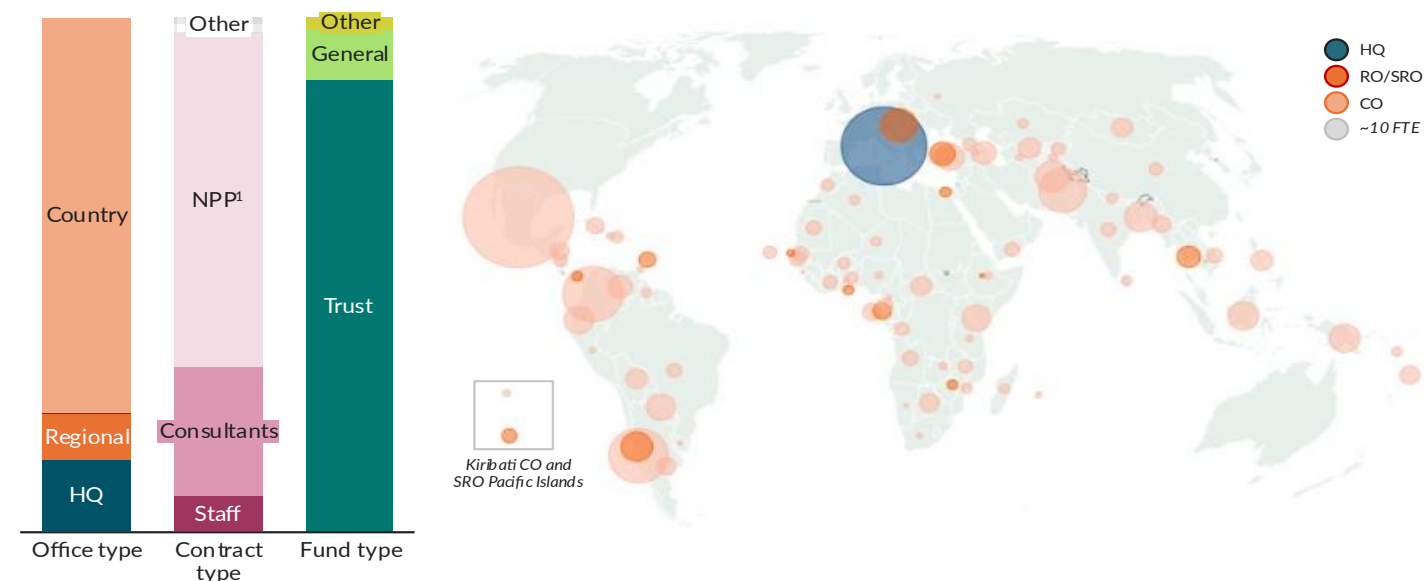
BE2: Bioeconomy – Facilitating the deployment of bioinnovations (BE2.1)

Capacity Gap (Capacity to...)	Expertise Required to Address Gap (Locations)
Promote stronger understanding of bioinnovations and their benefits, including sustainability. Staff cited: - As governments often have varying perceptions of biotechnologies and bioinnovations, FAO needs capacity to communicate neutrally on the functioning, risks, and benefits of bioinnovations, including sharing best practices, standards, and case studies - FAO decentralised office staff often lack knowledge of bioeconomy principles and bioinnovations as a potential solution for food security and nutrition challenges (e.g., high potential of repurposing of agricultural byproducts)	- Knowledge of bioeconomy principles and high potential bioinnovations for different contexts (RO, CO, supported by OCB, Chief Scientist Office) - Expertise in science-led, neutral communication on biotechnology, focused on collation of best practices, standards, and case studies for biotechnology use (OCB, ESA, Chief Scientist Office)
Provide technical guidance on precision biotechnologies and frugal bioinnovations. Staff cited: - There is growing Member demand for knowledge on both precision biotechnologies (e.g., CRISPR, synthetic biology) and frugal bioinnovations (e.g., low-tech microbial solutions) - FAO also has limited technical expertise in molecular breeding techniques and nutrient-recycling to support these requests	- Knowledge of molecular breeding, including genomic tools and techniques to accelerate crop and livestock improvement and resilience (NSP, Chief Scientist Office) - Expertise in nutrient-recycling of animal production (NSA)
Collect, collate, and publish data on the scale and composition of bioeconomies and their impact. Staff cited: - Members increasingly request country specific data and insights on bioeconomy opportunities to support investment, regulatory, and policy decisions - FAO has limited capacity to collect and collate biomass-related data across countries, including on patterns of bioresource use to establish baselines and indicators to track uptake and impact (environmental, economic, and social) - There is limited capacity to manage and present country-specific bioeconomy data in user-friendly formats for governments - FAO also lacks standardised methodologies for monitoring and evaluation of FAO bioinnovation deployment projects	- Data collection expertise on bioresource production and consumption (e.g., by small scale fisheries), including measuring uptake of bioinnovations and the economic, social, and environmental impact of national bioeconomies (NSP, NFO, NFI, OCB, ESA) - Expertise on legal and regulatory frameworks for data sharing for bioinnovations-related data across countries (RO, ESS) - Data management and presentation expertise to support creation of country-specific bioeconomy insights (e.g., national bioeconomy profiles) (OCB, ESA) - Monitoring and evaluation capacity for bioinnovation projects (RO, CO, with support from OCB, ESA)
Evaluate long term suitability of bioinnovations for specific contexts to advise Members on bioinnovation deployment. Staff cited: - Clear evidence on return on investment and long-term sustainability is needed when advising countries - FAO lacks frameworks to evaluate the long-term (e.g., 20–30 year) impact potential of bioinnovations (e.g., by incorporating life cycle, biomass, or pollution considerations into investment analysis), balancing advanced modelling with the practical, context-specific evaluation approaches - FAO has insufficient capacity to evaluate viability of bioinnovations from both a scientific and a social perspective	- Creation of frameworks to model and evaluate potential long-term impact of different bioinnovations (OCB, OIN, ESA, ESF Foresight Team). - Access to expertise on differing social and cultural frameworks for bioinnovations (RO, CO with support from ESA) - Access to expertise on specific bioeconomy processes (e.g., biocatalysis, genetic synthetic biology, microbial fermentation) (RO, CO with support from OCB, NSP, NSA, ESF) - Stronger partnerships with external partners (e.g., academia, private sector, CGIAR) (RO, OCB, ESA, NSP, and PSU)
Advise on policy approaches for facilitating deployment of bioinnovations in different regional or country contexts. Staff cited: - FAO has limited capacity to: - Develop bioinnovation-related norms and standards (e.g., sustainability certification, product definitions, biomass indicators, circular agriculture practices) - Advise on supportive policy combinations (e.g., environmental and sustainability regulations adapted to local contexts). - Map institutional barriers to bioinnovation adoption (e.g., IP regimes vs. open-source biotech) - Engage governments on bioinnovation deployment, including actors beyond the Ministry of Agriculture	- Bioinnovation policy expertise, including environmental and sustainability regulations and institutional barriers to bioinnovation deployment (ESA, LEG) - Value chain development expertise, with a focus on high potential value chains for bioinnovations and cross-sectoral and regional collaboration (ESF, ESA, EST) - Stakeholder management expertise, to engage multiple government stakeholders in the formulation of bioinnovation policies (RO, CO)

BE3: Biodiversity and Ecosystem Services for Food and Agriculture

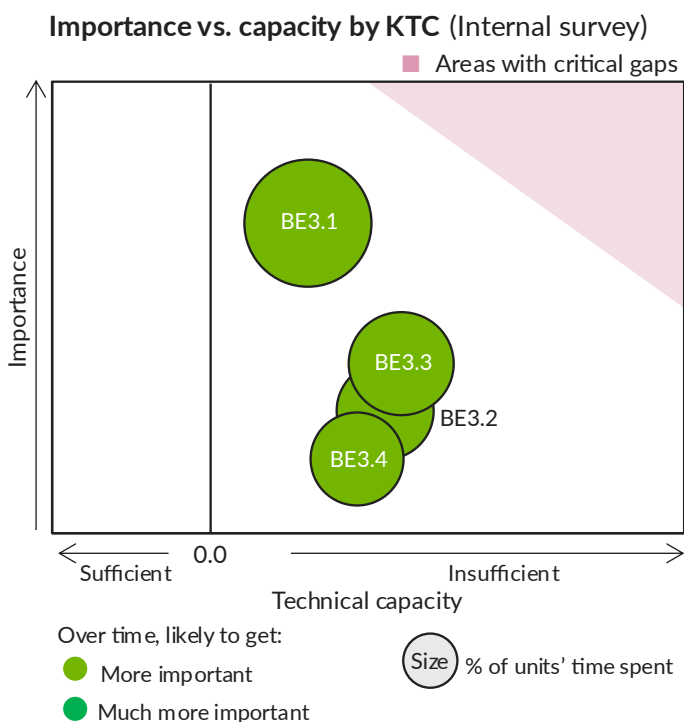
PPA Overview: ~1,090 FTE (4th largest PPA), with staff mostly in decentralised offices

Estimated # of FTE contributing to the PPA: ~1,090



[1] NPP = National Project Personnel

Staff view: BE3.2 and BE3.3 contain relatively insufficient technical capacity compared to need



BE3.1 Promoting sustainable use of natural resources and biodiversity for food and agriculture

BE3.2 Ensuring biodiversity and ecosystem resilience in agricultural systems

BE3.3 Contributing to the restoration of degraded ecosystems for enhanced productivity and rural livelihoods

BE3.4 Enhancing awareness of policy makers and supporting national planning on biodiversity and ecosystem services for food and agriculture

Areas of strength: Staff cited FAO as a global leader in biodiversity work, including in implementation of the Kunming-Montreal Global Biodiversity Framework, and its work on Mainstreaming Biodiversity across Agricultural Sectors (as per the FAO strategy and action plan). Staff rated BE3.1 (Promoting sustainable use of natural resources and biodiversity for food and agriculture) as an important area of work with close to sufficient technical capacity. Integration of One Health and ecological approaches in natural resource management were called out as particular areas of strength.

Areas of relative gap: Ensuring biodiversity and ecosystem resilience in agrifood systems (BE3.2) and contributing to the restoration of degraded ecosystems for enhanced productivity and livelihoods (BE3.3) were rated highly important but with insufficient technical capacity relative to current and future needs. As FAO has a significant role within the UN Decade of Restoration, staff cited that this was increasing the demand for FAO support and guidance in this area.

Note: *Technical capacity gaps* are defined as areas of work which staff rate as (i) highly important to the delivery of the PPA, and (ii) having insufficient access to skills, knowledge, and expertise relative to demand (current demand and expected future demand). It is not a review of individual capabilities. Which areas were focused on in the Deep-dive depended on the size of the gap relative to others in the PPA, and considering staff views from the surveys, interviews, focus groups, and workshops.

BE3: Biodiversity and Ecosystem Services – Ecosystem resilience (BE3.2) and restoration (BE3.3)

Capacity Gap (Capacity to...)	Expertise Required to Address Gap (Locations)
Analyse the cost and benefits of biodiversity and restoration – both in terms of agricultural and economic impact. Staff cited: - Cost and benefit analysis is needed to promote local uptake of ecosystem approaches and act as an evidence-base for effective policy dialogue and decision-making - For many production sectors this has not yet been studied, so this would also fill global knowledge gap and could help promote FAO as a global leader	- Cost-benefit and quantitative impact analysis focused on biodiversity and restoration (e.g., impact of pollinators on crop production system) (OCB or within specific production divisions as needed; RO – in all regions) - Skills and capacity to conduct economic analysis focused on BE3, including capacity for data collection and management of large databases (ESA/OCB, RO – in regions with largest programmes/largest risk of biodiversity loss)
Regional biodiversity management and restoration: - There is insufficient biodiversity expertise at the regional level relative to large number of biodiversity and restoration projects undertaken by FAO, as well as other targeted requests and services demanded by countries - Providing technical support to country programmes often requires localised expertise specific to endemic ecosystems and species in the region	- Biodiversity expertise (e.g., ecologists, environmentalists) with geographic specific expertise (e.g., endemic seed varieties, drylands) to support country projects and support application of FAO-led Framework on Ecosystem Restoration and Global Biodiversity Framework (RO – across all regions, CO with the largest programmes/largest challenges in degradation) - Knowledge sharing on biodiversity integration via best practices, instruments, policies and country experience (RO, OCB/NFO)
Set and implement standards for ecosystem monitoring. - There is need for more work on setting global standards for monitoring restoration to make it easier to measure progress - Given FAO's role in the UN Decade of Restoration, FAO is well-positioned to lead in defining these standards, and help them be implemented in the field	- Expertise on indicators and methodologies for monitoring ecosystem restoration (OCB, NFO or within specific production divisions depending on need - e.g., NFI for aquaculture monitoring methodologies) - Expertise at the programme level (e.g., field data collection skills and human resources) to monitor restoration impact over long term (RO, CO with largest biodiversity and restoration programmes)
Work with local and indigenous communities and workforces to promote long term and sustainable restoration. Staff cited: - FAO needs to champion sustainable outcomes that leverage local knowledge, foster ownership, and address community needs - Approaches inclusive of people and socio-cultural elements are in line with the FAO, CBD, UNFCCC ecosystem approach; however, several units reported insufficient capacity to use the approach	- Expertise in the linkage between restoration, livelihoods, sustainable business models, value chains and social security to ensure restoration is sustainable (ESP in collaboration with other divisions) - Partnerships with local indigenous groups on restoration efforts (RO, CO with large biodiversity initiatives, with support from PSUI)
Provide technical support in key restoration areas. Staff cited: - As a key agency in the UN Decade of Restoration, Members expect FAO to have restoration expertise across multiple ecosystems (e.g., land, forestry, marine, coastal, etc.) - Almost all HQ respondents reported having somewhat insufficient capacity to deliver on restoration relative to demand; several also mentioned global knowledge gaps to overcome (e.g., measuring marine degradation)	- Expertise in aquatic restoration (e.g., aquatic benthic habitat restoration, fish stocks for ecosystem function and carbon, terrestrial agriculture and inland/coastal habitat links, mobile pollutants in waterways, etc.) (NFI) - Expertise in the link between water management and restoration to build climate resilience (NSL) - Expertise in drylands restoration (NSL) - Expertise in cropland management, degradation, and restoration (NSL)
Engage in policy dialogue on restoration and biodiversity management. Staff cited: Although FAO is a leader in global dialogues on restoration and biodiversity management, staff cited challenges facilitating policy dialogue at the national and regional level, especially on cross-sectoral topics or in politically challenging circumstances	- Policy expertise to support the inclusion of biodiversity and restoration policy across sectors (crops, fisheries, forestry, and livestock), (OCB) - Policy dialogue skills to communicate on complex policy topics (e.g., ecosystem resilience) with national governments, covering both environmental and economic impact (RO)
Meet country demand for support developing National Biodiversity Strategies and Action Plans (NBSAPs). Staff cited: Since countries committed to the Kunming-Montreal Global Biodiversity Framework, demand for FAO's support developing NBSAPs has drastically increased relative to staff capacity to support (including policy development, technical assistance, and investments)	Sufficient staff capacity to meet country demand for support on developing National Biodiversity Strategies and Action Plans (NBSAPs) (RO - all regions, especially those with largest risk of biodiversity loss, CO – in areas with a large number biodiversity to backstop country requests – i.e., RLC, RAP, RAF)

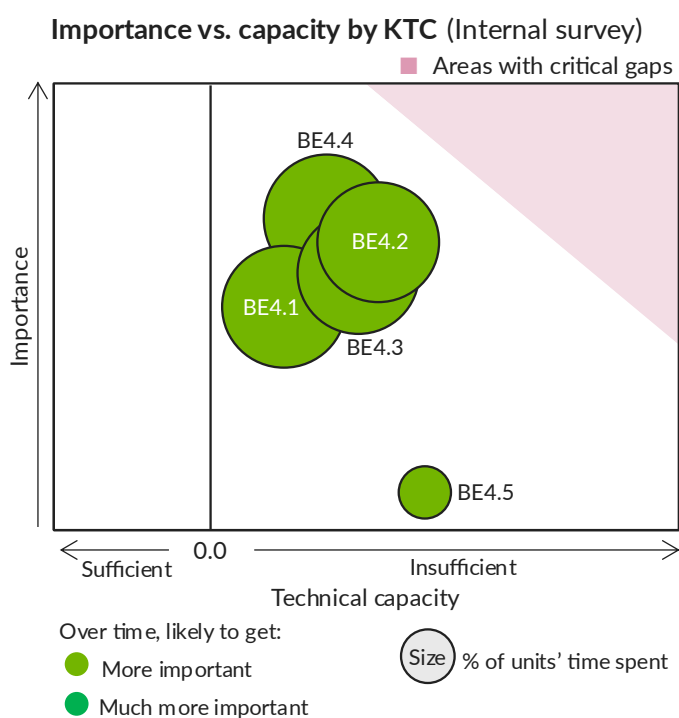
BE4: Achieving Sustainable Urban Agrifood Systems

PPA Overview: ~70 (18th largest PPA), with staff mostly in decentralised offices



[1] NPP = National Project Personnel

Staff view: BE4.3 and BE4.2 contain relatively insufficient technical capacity compared to need



Over time, likely to get:

- More important
- Much more important

BE4.1 Improving understanding of urban agrifood systems
 BE4.2 Strengthening government capacities for mainstreaming urban agrifood systems
 BE4.3 Facilitating food and nutrition governance and coordination in urban agrifood systems
 BE4.4 Providing technical support and promoting innovation in urban agrifood systems
 BE4.5 Facilitating South-South and triangular cooperation on urban agrifood systems

Areas of strength: Staff reported close to sufficient capacity on BE4.1 (Improving understanding of urban agrifood systems). Staff cited strengths in raising awareness among policymakers, and strong technical expertise in urban food security, urban forestry, vertical farming, and urban aquaculture. However, staff noted that technical support from HQ divisions is siloed within disciplines, rather than holistic. Staff also cited close to sufficient capacity on innovation in urban agrifood systems (BE4.4), citing strong capacity to support modernization of traditional food markets.

Areas of relative gap: Staff reported insufficient capacity in food and nutrition governance (BE4.3), citing limited capacity to coordinate with city governments – where much of urban development decision-making occurs. Similarly, respondents reported capacity gaps on mainstreaming urban agrifood systems (BE4.2), including limited technical expertise in policy streamlining and a need for clearer HQ guidance on FAO's strategic direction for urban agrifood systems. Decentralised offices also cited challenges accessing technical expertise on post-harvest supply chains and urban food production. HQ respondents cited a lack of expertise on behaviour change.

Note: **Technical capacity gaps** are defined as areas of work which staff rate as (i) highly important to the delivery of the PPA, and (ii) having insufficient access to skills, knowledge, and expertise relative to demand (current demand and expected future demand). It is not a review of individual capabilities. Which areas were focused on in the Deep-dive depended on the size of the gap relative to others in the PPA, and considering staff views from the surveys, interviews, focus groups, and workshops.

BE4: Urban Agrifood Systems - Governance, coordination (BE4.3) and government capacities (BE4.2)

Capacity Gap (Capacity to...)	Expertise Required to Address Gap (Locations)
Articulate global leadership on urban agrifood systems, leveraging cross-sectoral knowledge. Staff cited: - FAO aims to advance urban agrifood systems transformation through five key entry points: urban food markets, urban and peri-urban agriculture, public food procurement, urban forestry, and food loss and waste reduction - Expertise across these areas is scattered across different teams with limited capacity to coordinate efforts between HQ units and across decentralised offices - Knowledge sharing and learning is limited despite many successful initiatives and projects (e.g., learnings from Green Cities Initiative) - A clearer articulation of a global strategy and global guidelines could help facilitate coordination, and create clearer entry points for engagement on urban agrifood systems for FAO's national counterparts	- Global coordination capacity, with ability to coordinate urban agrifood system initiatives both across HQ teams and with decentralised offices (ESF, with links to NFI, NSP, NFO, ESN, EST, OCB, ESP and RO)** - Strategy formulation capabilities to articulate FAO's ambitions within urban agrifood systems, including building out global frameworks for key areas (e.g., the rural-urban continuum) (ESF, ESP) - Knowledge management focused on aggregating and synthesising existing knowledge, learnings, and tools on urban agrifood systems for use internally and externally (ESF, with links to other divisions) - Stronger engagement with key global partners to further the urban agrifood system agenda (e.g., UN Habitat) (ESF)
Support local governments and city level actors, including via city-networks. Staff cited: - Understanding needs and building buy-in for urban agrifood systems transformation requires engaging with sub-national governments and city actors - Whereas some regional and country offices have built strong relationships with sub-national governments (e.g., REU), other regions have less experience of this, as FAO's primary counterpart is the national ministries - In some countries, there can also be a disconnect between national and city level governments and a need to create space for policy dialogue between the two on urban agrifood systems - Leveraging city-networks can be one effective way to engage city-level actors; however, agrifood systems are often not at the forefront of existing city-networks agendas	- Stakeholder engagement capacity with experience working with national-level governments, sub-national governments, city-level actors for policy dialogue (RO, CO) - Dialogue facilitation expertise to create spaces for national and sub-national governments to align on urban agrifood policy (RO, CO) - Partnership expertise to define FAO's engagement strategy with city-networks, including defining and executing an engagement strategy for FAO, including a review of how urban city-networks can be leveraged in larger programmes (e.g., GEF) (ESF, PSU, RO)
Provide technical advisory support on urban agrifood systems and develop urban agrifood normative guidance and projects. Staff cited: - In light of global and regional trends, many areas of urban agrifood system will become increasingly critical for Members – ranging from urban landfills reaching capacity in many Asian cities, to urban nutrition, to building food market security for cities at risk of climate disasters - Country requests for support on urban food systems can be highly varied, and require FAO to be able to draw on a wide range of expertise areas - Although FAO has technical capacity in many areas related to urban agrifood systems, there is limited capacity to respond to government demand for urban agrifood systems projects, including on: - Urban planning - Data collection and evidence-generation on urban agrifood systems - Connecting rural and peri-urban producers into urban agrifood systems - There is also opportunity to codify common approaches that can be taken for different city types (e.g., dry cities, coastal cities, inland cities, new cities) to provide greater normative guidance to countries	- Urban planning expertise (ESF) - Expertise on the rural and peri-urban continuum, with an emphasis on food security (ESF, ESP) - Urban data collection, evidence-generation, and monitoring expertise (ESF, ESS with capacity to support RO with demand in this area (e.g., REU)) - Project staff with expertise in urban agrifood systems that are focused on developing and executing urban agrifood system interventions, and liaising with governments on their requests (RO, with links to ESF) - Efficient access to multidisciplinary expertise related to urban agrifood systems for specific projects or government requests (ESF, with links to NFI, NSP, NFO, ESN, EST, OCB, ESP **closely related to the coordinator need, see above)

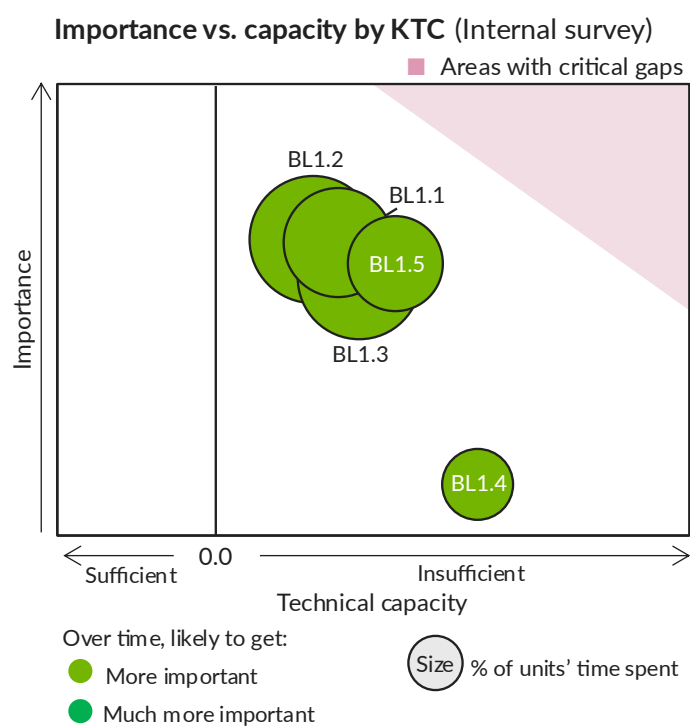
BL1: Gender Equality and Rural Women's Empowerment

PPA Overview: ~157 (16th largest PPA), with staff mostly in decentralised offices



[1] NPP = National Project Personnel

Staff view: BL1.5 contains relatively insufficient technical capacity compared to need



BL1.1 Strengthening women's voice and decision-making power

BL1.2 Promoting equal rights over natural and productive resources for men and women

BL1.3 Facilitating rural women's access to market services and employment

BL1.4 Promoting technologies to reduce women's work burden

BL1.5 Promoting the uptake of gender-transformative approaches in agrifood systems

Areas of strength: Staff reported stronger capacity on women's voice and decision-making power (BL1.1) and rights over natural and productive resources (BL1.2). HQ divisions cited strong capacity to integrate women's leadership in policy discussions and promote legal or procedural frameworks for resource access, including by leveraging Gender-Lex to identify legal and policy tools. Decentralised offices noted strong capacity to leverage gender focal points and internal knowledge products for these KTCs, as well as strong capacity to support women in participatory processes.

Areas of relative gap: Staff highlighted significant gaps at the decentralised office level, noting that many regional and country offices have few or no dedicated gender experts, and gender focal points often juggle multiple roles. Capacity gaps were reported especially on gender-transformative approaches (BL1.5), with staff lacking knowledge of key concepts as well as experience in implementation, and therefore struggling to move beyond addressing participation towards addressing underlying social norms and power imbalances. Staff also reported limited technical expertise on strategies to promote women's financial inclusion (BL1.3), and access to digital agriculture solutions (BL1.4).

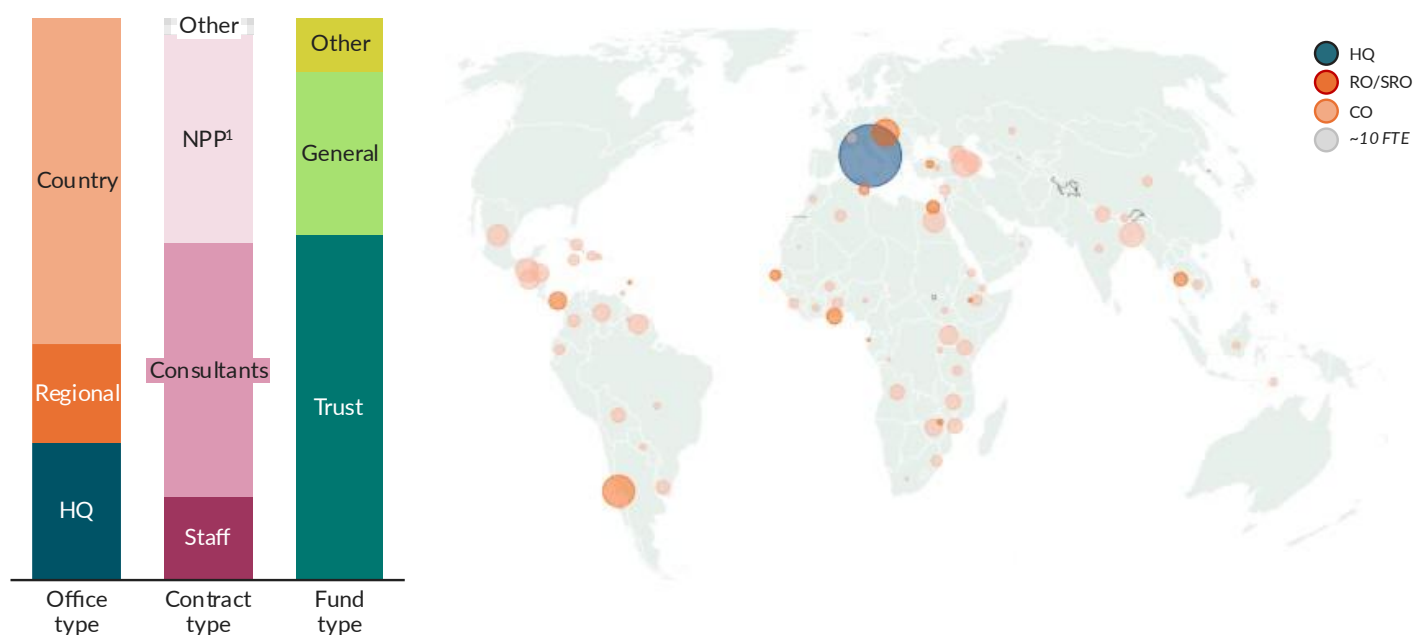
Note: **Technical capacity gaps** are defined as areas of work which staff rate as (i) highly important to the delivery of the PPA, and (ii) having insufficient access to skills, knowledge, and expertise relative to demand (current demand and expected future demand). It is not a review of individual capabilities. Which areas were focused on in the Deep-dive depended on the size of the gap relative to others in the PPA, and considering staff views from the surveys, interviews, focus groups, and workshops.

BL1: Gender Equality and Rural Women's Empowerment - Gender-transformative approaches (BL1.5)

Capacity Gap (Capacity to...)	Expertise Required to Address Gap (Locations)
Increase awareness of and evidence for gender transformative approaches for agrifood systems at the country level. Staff cited: - Many FAO staff lack knowledge of the differences between gender-sensitive, gender-responsive, and gender-transformative approaches, meaning structural and institutional measures risk being given insufficient attention in dialogues with national counterparts - There is limited availability of evidence (e.g., from experimentation or pilot projects) on the effectiveness of gender transformative approaches in the context of food security and nutrition, including examples of success cases to use for advocacy; these are needed to increase buy in from government counterparts and support scaling, especially as transformative approaches can be resource-intensive - Decentralised offices have limited capacity to deliver localised training on gender transformative approaches, in part due to limited templates for trainings	- Knowledge of gender-sensitive, gender-responsive, and gender-transformative approaches (RO, CO, with support from ESP) - Capacity to develop an evidence base on the cost-effectiveness of gender transformative approaches in the context of food security and nutrition (e.g., through experimentation and pilot projects), and create best practices that can be used in advocacy (ESP, RO, CO) - Expertise in developing templates for capacity-building trainings on gender transformative approaches for country and regional offices to implement (ESP with capacity to support CO, RO)
Provide technical assistance on gender transformative approaches across work on agrifood systems. Staff cited: - Expertise and experience in gender transformative approaches varies significantly across headquarter and decentralised offices; while some have dedicated gender experts (e.g., NFI, NFO), others have more limited access - Key expertise gaps include: - Awareness of legal and policy measures, particularly in decentralised offices - Expertise in women's financial inclusion strategies to promote access to finance and credit, particularly in decentralised offices - Capacity to monitor the impact of FAO's work on gender transformative approaches across agrifood systems	- Opportunities for staff to gain experience and upskill in gender transformative approaches (ESP to support CO, RO, NSA, NSP, ESN, ESF) - Knowledge of legal frameworks and policy approaches to promote gender equality, strengthen accountability, and harmonise statutory and customary systems (RO, CO with support from LEG) - Expertise on women's financial inclusion (RO, CO with support from ESP rural finance team) - Expertise in monitoring and evaluating gender transformational change from FAO projects (RO, CO, with support from OED, ESP)
Assess the status of gender equality and rural women's empowerment globally and in local country contexts. Staff cited: - Decentralised offices often struggle to consistently collect sex-disaggregated data or help ministries do so using standardised metrics, in part due to limited awareness of its importance - Sex disaggregated statistics that are collected at the global and regional level (e.g., across divisions, or across countries) are not consistently aggregated, limiting the possibility to study changes on gender equality and women's empowerment over time - Data collection efforts and assessments are often focused solely on participation metrics, and do not include indicators of structural issues, such as quantitative and qualitative gender-sensitive indicators needed to analyse power asymmetries	- Knowledge of the principles of sex-disaggregated and gender-sensitive data collection, including knowledge of standard variables, and awareness of use-cases and importance of sex-disaggregated data (CO, with support from RO and ESP) - Data management expertise to support integration of existing, heterogenous sex-disaggregated data to support gender analysis (ESP, ESS) - Capacity to further develop and socialise existing tools for country-level qualitative and quantitative analysis of gender equality environments (ESP, LEG with capacity to support RO, CO), including on: - Variable design for analysing and comparing power asymmetries - Diagnostic approaches for gender norm assessments - Legal diagnostic tools to identify legal gaps and barriers to gender transformative approaches

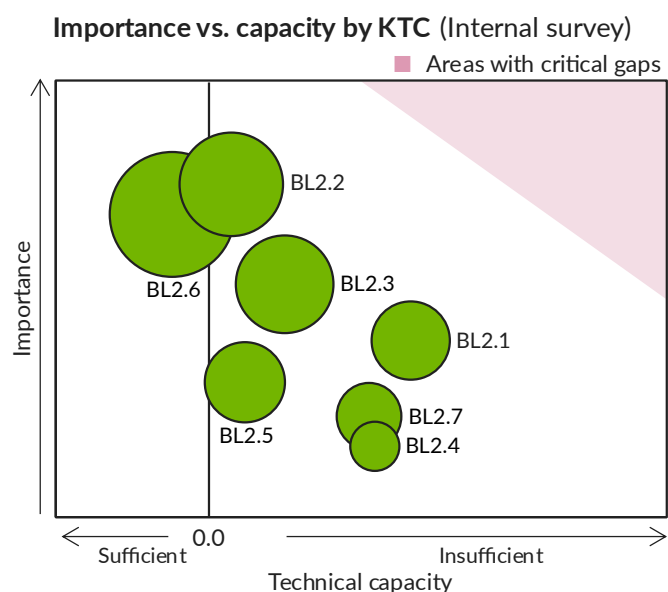
BL2: Inclusive Rural Transformation

PPA Overview: ~310 (9th largest PPA), with staff mostly in decentralised offices



[1] NPP = National Project Personnel

Staff view: BL2.2 and BL2.6 have near sufficient technical capacity, but face increasing demand



Over time, likely to get:

- More important
- Much more important

Size % of units' time spent

- BL2.1 Strengthening country capacity to implement rural and territorial development policies
- BL2.2 Empowering rural people and communities to shape rural transformation
- BL2.3 Facilitating increased access by rural people to socio economic assets and services
- BL2.4 Promoting recognition of rural people's rights
- BL2.5 Facilitating income diversification and decent work
- BL2.6 Promoting inclusive and sustainable agrifood value chains and investments
- BL2.7 Contributing to strengthened and expanded social protection

Areas of strength: FAO has strengths in increasing producers' access to markets (BL2.6), particularly ensuring equitable access to market opportunities for small-scale producers. Country initiatives highlighted included strengthening smallholder cooperatives, facilitating links between agribusinesses, and establishing trade mechanisms in rural settings. Staff in decentralised offices reported success in promoting participatory and community-based approaches (BL2.2), including via targeted leadership development, capacity building, and facilitating dialogues that bridge traditional local knowledge with the implementation of innovative solutions.

Areas of relative gap: Despite these strengths, both BL2.2 and BL2.6 were cited as having some technical capacity gaps in light of their high importance and increasing demand for support in each area. These include supporting collective action, increasing access to inclusive finance, and analysing the impacts of major trends in rural areas – e.g., migration, demographic shifts.

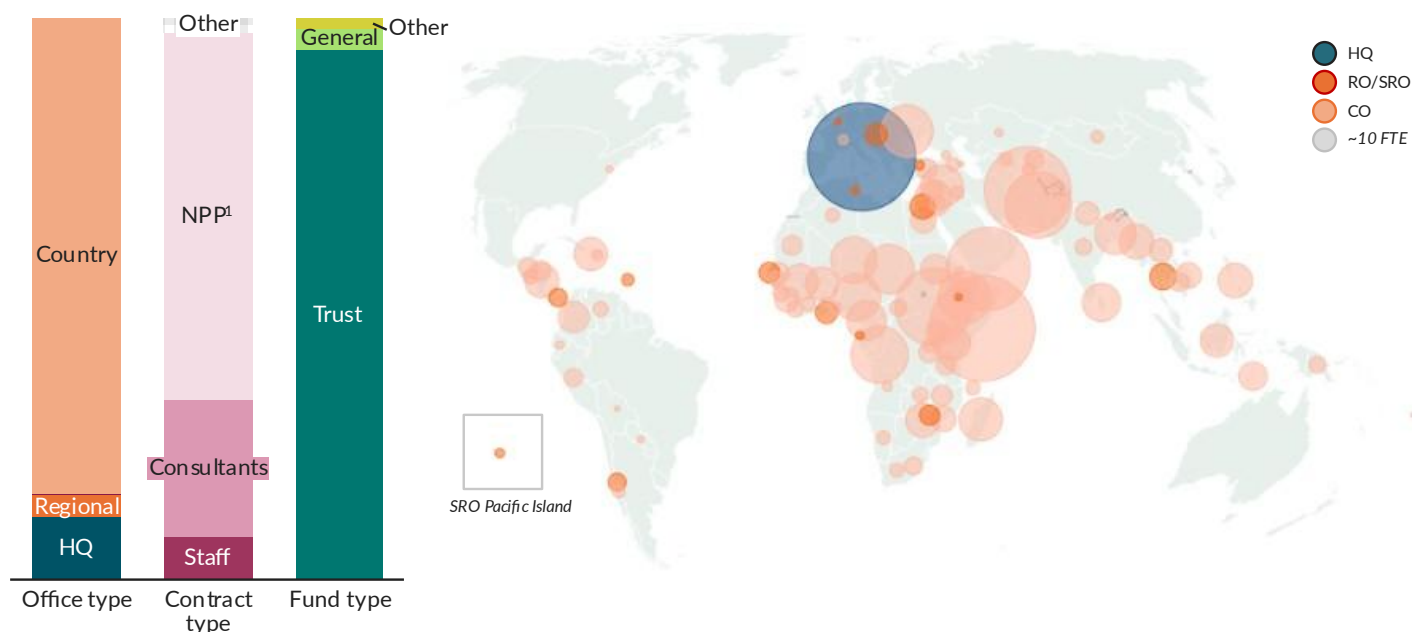
Note: **Technical capacity gaps** are defined as areas of work which staff rate as (i) highly important to the delivery of the PPA, and (ii) having insufficient access to skills, knowledge, and expertise relative to demand (current demand and expected future demand). It is not a review of individual capabilities. Which areas were focused on in the Deep-dive depended on the size of the gap relative to others in the PPA, and considering staff views from the surveys, interviews, focus groups, and workshops.

BL2: Inclusive Rural Transformation – Rural empowerment (BL2.2), inclusive rural value chains (BL2.6)

Capacity Gap (Capacity to...)	Expertise Required to Address Gap (Locations)
Develop an understanding of how to support collective action for agricultural wage labourers and producers at the global level. Staff cited: - There is demand from Members for normative guidance on fostering empowerment and inclusion in rural communities, particularly through collective action for agricultural wage labourers' and producers' organisations - However, FAO has no clear theory of change or global guidance on how to support of collective action at the country level - While FAO has several tools and platforms (e.g., Food Systems Summit, Forest and Farm Facility) that can support collective action, staff in country offices often lack awareness of these tools or knowledge on how to apply them	- Technical capacity to create an overarching framework, global guidance, and a toolbox on collective action for agricultural wage labourers' and producers' organisations (ESP) - Expertise in institutional diagnostics and power analysis, to help countries adapt global guidance and tools to the demands of national political/economic dynamics (ESA, ESP, RO, CO)
Provide guidance on community engagement and inclusion at the country level. Staff cited: - FAO needs greater understanding of different strategies for rural community engagement to provide effective guidance to Members - There are a wide range of entry points for facilitating empowerment at the community level, but staff in decentralised offices lack clarity on where and how they are best placed to support - In addition, staff in country offices often lack the necessary relationships with national and local stakeholders to support the bottom-up design of community engagement methods – e.g., rural women/youth groups	- Expertise in comparative analysis of different community engagement methods (ESP) - Localised expertise to tailor design of community engagement methods for the local context – e.g., which types of community leaders to engage (CO) - Understanding of and strong networks with rural community organisations and other key stakeholders (CO)
Mainstream digitisation and technological solutions within rural empowerment and inclusion. Staff cited: - The large and persistent digital divide between urban and rural populations in many countries presents a major barrier to effective rural empowerment and inclusion – e.g., limiting connectivity, entrenching existing analogue systems - FAO lacks specific technical knowledge on the digital tools typically utilised within rural empowerment and inclusion, so is unable to provide effective guidance to Members on how they can use these tools to support rural empowerment	Expertise in how to use digitisation and technological solutions to boost rural empowerment efforts (ESP, OIN)
Increase access to inclusive finance and investment for small-scale producers and rural SMEs. Staff cited: - Access to finance and investment can serve as a major barrier to the growth and development of small-scale producers and rural SMEs in many countries and is therefore a large driver of rural inequality - Financial literacy among rural populations is a challenge in several countries, and a large proportion of rural populations are perceived by financial institutions as not bankable - There is demand from Members for FAO to provide advice on alleviating this problem given that many of the potential solutions – e.g., subsidies, de-risking investments – can have complex effects - FAO lacks capacity to conduct analysis on the effects of policies and economic interventions designed to increase financial flows towards small-scale producers and rural SMEs	- Economists focused on analysing potential impacts of policies aimed at increasing access to finance for small-scale producers and rural SMEs (ESA in connection with ESP, ESF) - Engagement with local financial institutions (e.g., banks, emerging fintech providers) to understand the potential of interventions within a given local context (PSU, RO, CO)
Support small-scale producers and SMEs to enter competitive markets through business development. Staff cited: - There is demand from Members for normative guidance on supporting small-scale producers and rural SMEs with business development, in order to facilitate entry to markets - However, FAO has insufficient knowledge of many business development areas – e.g., value addition, marketing, logistics – to provide guidance on these topics	Business development support specialists for agri-SMEs (ESP, ESF, RO, CO)
Analyse the impacts of migration, demographic shifts, and youth. Staff cited: - Members frequently request FAO support to understand the food security, social, and economic impacts of migration for both destination and origin locations - Youth employment and aging agriculture populations are also an increasing concern for many countries - The FAO teams on migration and youth are small, and lack some areas of analytical capacity to support this demand	- Migration expertise, to analyse options for migration management, facilitation, and transparency (ESP) - Youth employment expertise, with programmatic and analytical experience (ESP)

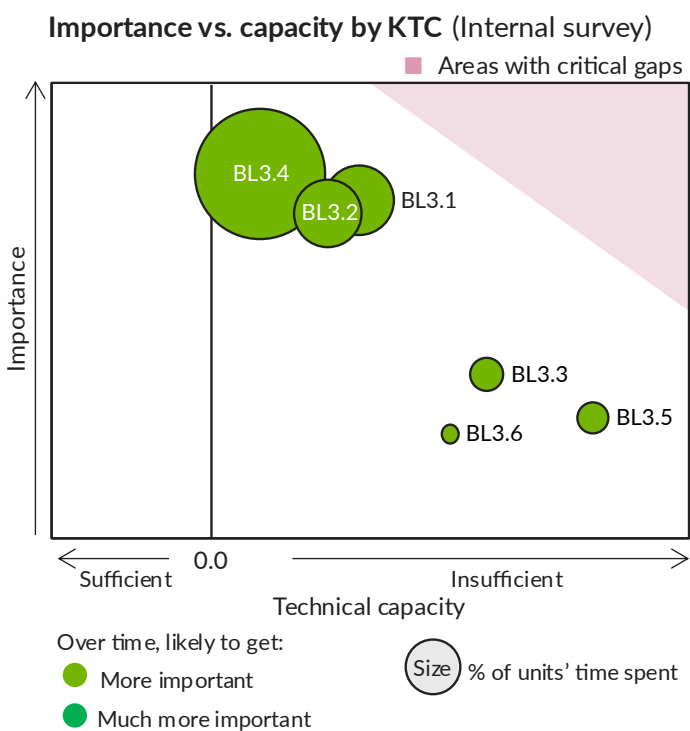
BL3: Agriculture and Emergencies

PPA Overview: ~2,200 FTE (largest PPA), with staff mostly in country offices



[1] NPP = National Project Personnel

Staff view: BL3.4 contains relatively insufficient technical capacity compared to need



BL3.1 Enhancing integrated multi-hazards impact and risk monitoring, forecasting and early warning systems,

BL3.2 Developing institutional capabilities for disaster and crisis preparedness,

BL3.3 Building inclusive and gender-responsive anticipatory actions

BL3.4 Enabling effective emergency response and recovery

BL3.5 Contributing to peace and conflict prevention,

BL3.6 Strengthening shock-responsive social protection

Areas of strength: Staff reported technical capacity strengths in BL3.4 (emergency response), BL3.1 (multi-hazard impact and risk monitoring) and BL3.2 (institutional capabilities). Staff also reported that key strengths and gaps vary greatly across units, as most of the work for BL3 occurs and the country-level, and technical capacities at the country-level depend largely on the designs of specific projects/programmes.

Areas of relative gap: Given that BL3.4 (Enabling effective emergency response and recovery) was rated as the most important KTC and the KTC to which FAO dedicates the most resources within the PPA, staff suggested that technical capacity gaps in BL3.4 have the largest impact on the overall delivery of the BL3 PPA in many geographies. For this reason, BL3 PPA leads advised focusing on emergency programming for the Deep-dive on gaps.

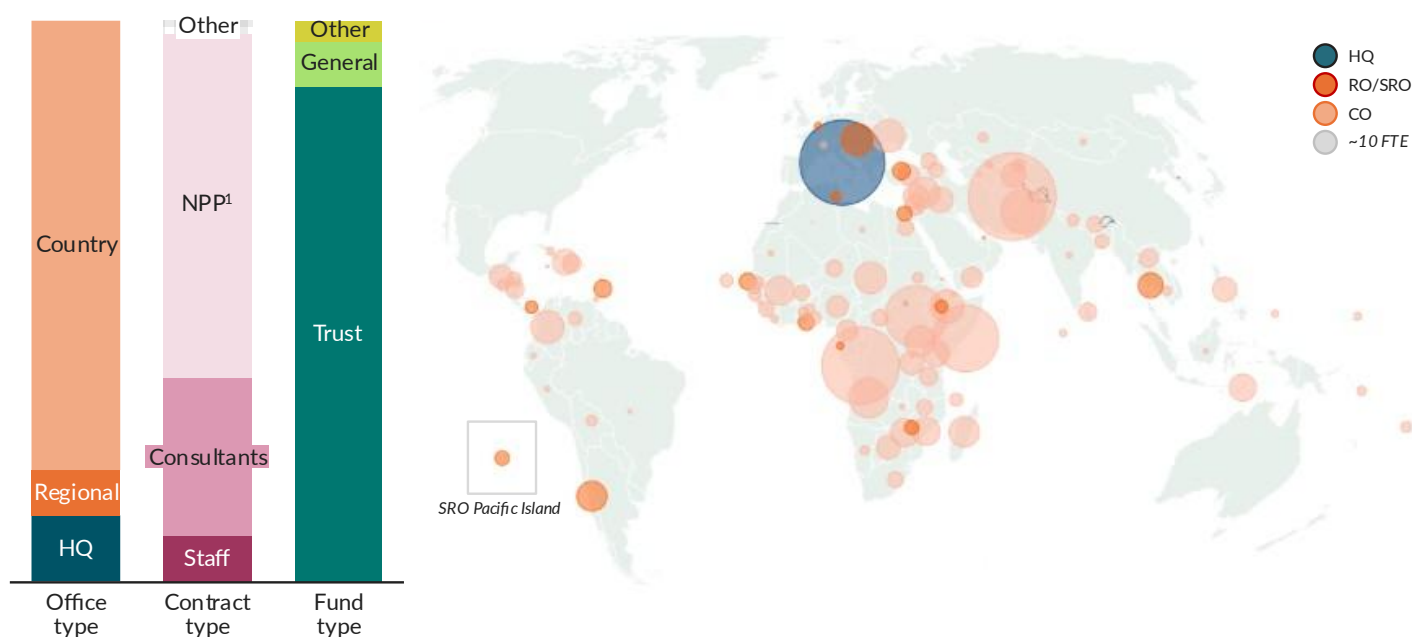
Note: *Technical capacity gaps* are defined as areas of work which staff rate as (i) highly important to the delivery of the PPA, and (ii) having insufficient access to skills, knowledge, and expertise relative to demand (current demand and expected future demand). It is not a review of individual capabilities. Which areas were focused on in the Deep-dive depended on the size of the gap relative to others in the PPA, and considering staff views from the surveys, interviews, focus groups, and workshop,

BL3: Agriculture and Food Emergencies – Emergency response and recovery (BL3.4)

Capacity Gap (Capacity to...)	Expertise Required to Address Gap (Locations)
Manage large, complex emergency programmes involving multiple implementing partners. Staff cited: - Emergency programming necessitates ability to rapidly launch and execute projects at scale - Project management skills can vary significantly across offices, and strengthening this was seen as a key priority for staff working in emergencies - This includes effective management of implementing partners – which are the main delivery method for FAO emergency projects; challenges working with implementing partners cited included limited visibility (increasing the need for effective monitoring), language barriers, and the need to train the implementing partners on key topics (Note: contractual challenges of working with implementing partners were also noted)	- Experience managing large portfolios and programme budgets (RO, CO with active emergency programmes) - Programme management skills, including effective management of programmes run with implementing partners (Procurement Service (CSLP); RO, SRO, CO with active emergency programmes) - Operations and logistics expertise (e.g., stock, warehousing) (CSLDL; RO, SRO, CO with active emergency programmes) - Emergencies field experience, including operating in crisis contexts and working on implementation (e.g., at an NGO) to understand the realities of the delivery context (RO, SRO with large emergencies portfolios to backstop country projects – ; CO with active emergency programmes)
Design effective response and recovery programmes that are targeted, realistic in field contexts, and take a people-centred approach. Staff cited: - Emergency programmes need to be grounded in the realities of the local context to ensure they feasibility - There is significant variation across country offices in programme design capacity (strength for some, gap for others); emergencies staff cautioned the risk of programmes being designed by people without emergencies experience - Some country offices experience insufficient capacity to tailor community resilience approaches to youth, women, or displaced people – which often requires working with community partners; a lack of data/analysis on inclusion (e.g., gender metrics) was also identified as a challenge - There are instances of being unable/slow to access technical knowledge needed in programme design (e.g., information on a suitable irrigation system or seed variety, or Avian flu response), either due to being unable to locate the right resources within FAO, having insufficient human resources at HQ/RO relative to the demand, or needing localised expertise at the country level - There are also instances of bottlenecks for rapid procurement due to having too few HQ staff able to provide technical clearance for certain goods (e.g., vaccines, seeds, boats)	- Emergencies field experience among those designing programmes, including operating in crisis contexts and on implementation (e.g., at an NGO) (locations as above) - Skills in people-centred, protective, and inclusive approaches to emergencies programme design – including identifying strong local community partners, knowledge on how to actively consider needs of gender, youth, and displaced people in programming, and expertise in community level resilience building (OER; RO with large emergencies portfolios; CO – In countries with active emergency programmes, e.g., Yemen, Angola, Somalia) - Ability for decentralised offices to rapidly access technical knowledge that exists at HQ across various divisions – including animal health and vaccines (NSA), fisheries (NFI), seeds (NSP), water management and irrigation (NSL), nutrition (ESN), forestry and biodiversity (NFO) both to input into programme design and to support technical clearances for procurement
Use data to rapidly communicate during an emergency and to improve on programme design and delivery. Staff cited: - An increasing demand from donors to be data-led in decision-making with a high level of M&E - Often insufficient data to inform programme design, both to understand the context, and to monitor which interventions are most effective; this results in frequently repeating the same approaches with limited ability to experiment/improve - At the CO, SRO and RO level there is often insufficient monitoring capacity - Insufficient inability at FAO to rapidly communicate key information at the outset of a crisis (e.g., emergency bullet-ins, food security analyses) to partners and donors to facilitate quick action and decision-making (especially in comparison to other emergency actors); frequently a missing link between the people collecting the data and translating this into effective communication materials (e.g., advocacy)	- Expertise in creating rapid food security and nutrition analyses at the outset of a crisis (RO, SRO – Across regions with large emergencies portfolios) - Skills in monitoring emergency programmes and incorporating this into programme design (RO, SRO – Across regions with large emergencies portfolios; CO – especially in countries with the largest emergencies programmes - e.g., Yemen, Pakistan, Afghanistan) - Skills in translating the data into effective communication packages that can be rapidly disseminated to partners and donors (locations as above)

BL4: Resilient Agrifood Systems

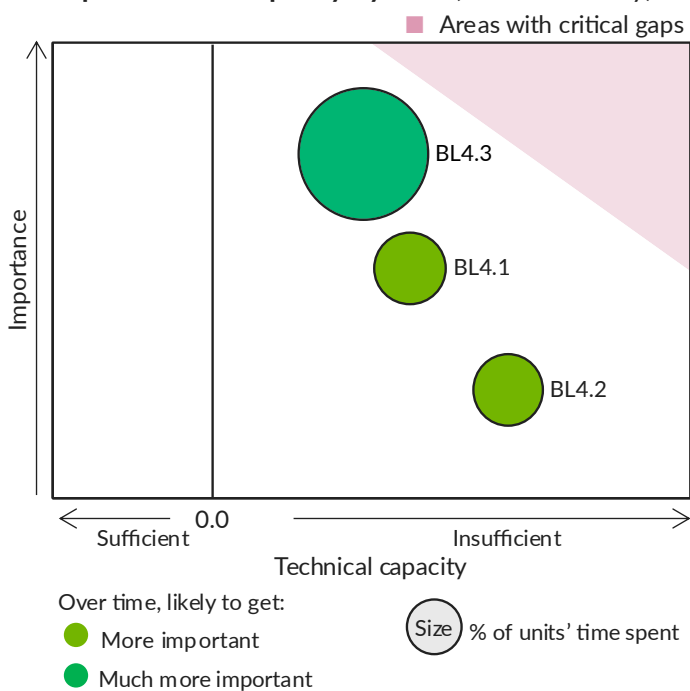
PPA Overview: ~1,260 FTE (3rd largest PPA), with staff mostly in country offices



[1] NPP = National Project Personnel

Staff view: BL4.3 contains relatively insufficient technical capacity compared to need

Importance vs. capacity by KTC (Internal survey)



BL4.1 Measuring and understanding risks to inform governance and improve agrifood systems resilience

BL4.2 Promoting good multiple -risk governance frameworks for effective multi - risk management

BL4.3 Reducing risks and vulnerabilities to contribute to resilience building in agrifood systems

Areas of strength: Within measuring and understanding risks (BL4.1), FAO has skills and experience in risk modelling, with the ability to account for both economic and biophysical components. In addition, multiple respondents referred to FAO's capacity to develop specific risk measurement tools that incorporate geospatial analysis and other metadata (e.g., FAO's Climate Risk Toolbox). For reducing risks and vulnerabilities (BL4.3), multiple country offices referenced their work with national Ministries of Agriculture on anticipatory action and risk reduction.

Areas of relative gap: Respondents highlighted cross-cutting gaps related to reducing vulnerability to multi-risks. These include providing normative guidance on the design and development of risk transfer mechanisms, assessing the impact of nature-based solutions on reducing multi-risk, and analysing resilience throughout agrifood value chains.

Note: **Technical capacity gaps** are defined as areas of work which staff rate as (i) highly important to the delivery of the PPA, and (ii) having insufficient access to skills, knowledge, and expertise relative to demand (current demand and expected future demand). It is not a review of individual capabilities. Which areas were focused on in the Deep-dive depended on the size of the gap relative to others in the PPA, and considering staff views from the surveys, interviews, focus groups, and workshops.

BL4: Resilient Agrifood Systems – Reducing Risks and Vulnerabilities (BL4.3)

Capacity Gap (Capacity to...)	Expertise Required to Address Gap (Locations)
Coordinate expertise across FAO to mitigate multi-risk and increase resilience in agrifood systems. Staff cited: - Addressing multi-risk in agrifood systems requires bringing together expertise from multiple HQ divisions and decentralised offices, as the issue is inherently cross-sectoral - While some divisions have advanced technical capacity on reducing individual risks (e.g., OCB on assessing climate risk), there is a lack of synergy with other divisions to create a holistic view (e.g., collaborating with economists to assess socioeconomic risks) - However, there are insufficient incentives for technical staff to undertake cross-cutting work or engage in collective programming with other divisions or teams alongside their existing work - This leads to a duplication of efforts (e.g., data collection, use of external consultants), as well as siloed risk analysis of individual risk (e.g., to crops, to livestock) rather than of multi-risk	- Aggregate expertise across sectors (e.g., climate risk, food security risk, animal health risk, etc) to contribute to holistic multi-risk governance (OER, aggregating expertise from ESA, ESF, ESN, ESP, EST, NFI, NFO, NSA, NSL, NSP, OCB) - Capacity to undertake collective programming at the country level – e.g., programmes addressing nutritional and agricultural risks simultaneously (CO, RO)
Provide normative guidance on the design and development of risk transfer mechanisms. Staff cited: - There is growing demand for support with risk transfer mechanisms such as agricultural insurance and shock-resistant social protection in response to the unpredictability of natural disasters and other disruptive climate events - For example, FAO has received multiple requests from Members (e.g., Algeria, Jordan) for support with the design of agricultural insurance within the context of risk from natural disasters - FAO lacks the technical capacity to offer both general guidance and tailored advice on insurance design, including weather-based insurance, sector-specific insurances (e.g., forestry), and country-level trends in the insurance industry - FAO also has insufficient capacity in social protection at the regional and headquarter level to keep up with high volumes of demand	- Economist / financial expertise in designing weather-based insurance, with knowledge of different methodologies and the implications for farmers' exposure to risk (ESA or ESP) - Up-to-date knowledge of trends within the agriculture insurance industry, including through engagement of private sector insurers and other expert actors – e.g., CGIAR (CFI, PSU, RO, CO) - Social protection expertise (ESP, RO)
Assess the impact of nature-based solutions / ecosystem-based approaches on climate risk and vulnerability within agrifood systems. Staff cited: - Although nature-based solutions are an integral part of building resilience in agrifood systems, the dominant narrative today is that agriculture is inherently harmful to nature - There is an opportunity for FAO to take a leading role in shifting this narrative, however FAO has insufficient technical capacity in understanding and assessing the impact of nature-based solutions, particularly on climate risk - There is a need for FAO to use scientific evidence to become an authoritative voice on the impact of nature-based solutions within agrifood systems	- Expertise in assessing the impact of nature-based solutions / ecosystem-based approaches on climate risk and vulnerability across sectors (OCB; relevant production divisions – NFI, NFO, NSA, NSP; and ESP for household-level impacts) - Scientific expertise, to synthesise scientific evidence on the benefits of nature-based solutions / ecosystem-based approaches for resilience to use in advocacy and awareness raising, including a landscape / seascape approach (OCB; relevant production divisions – NFI, NFO, NSA, NSP; and ESP for household-level impacts) - Awareness of which nature-based solutions / ecosystem-based approaches have the most potential to improve the resilience of agrifood systems in a given country (RO, CO, with support from OCB)
Analyse resilience in agrifood value chains to inform measures aimed at building systemic resilience. Staff cited: To inform the analysis of different measures to increase resilience across full value chains, FAO needs to be able to conduct economic modelling which looks holistically across different types of risk	Economists, to incorporate multiple risks in economic modelling work conducted at FAO, and to be able to analyse resilience across the full agrifood value chain (ESA, ESF, OCB, OER)

BL6: Scaling up Investment

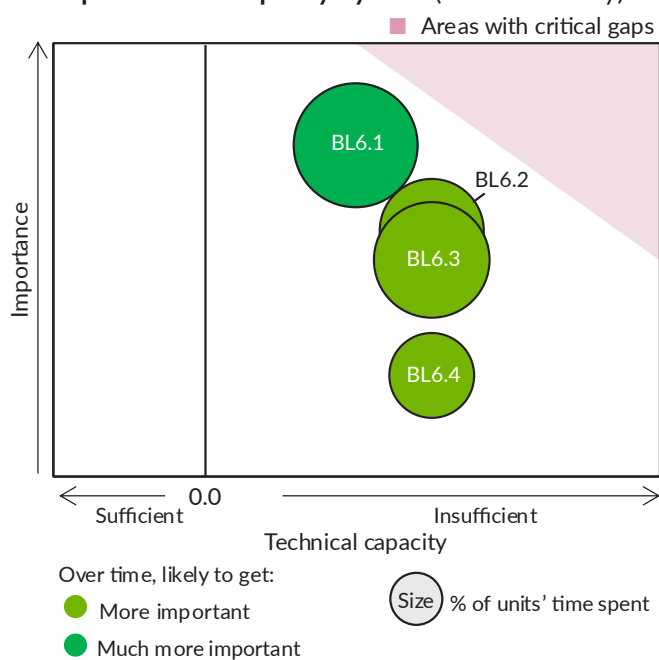
PPA Overview: ~240 FTE, making it one of the smaller PPAs



[1] NPP = National Project Personnel

Staff view: Expertise in private investment was identified as an emerging capacity need due to growing demand

Importance vs. capacity by KTC (Internal survey)



BL6.1 Enabling strategic investment planning for agrifood systems transformation

BL6.2 Increasing support to public and private investment

BL6.3 Developing knowledge and innovation -intensive investment solutions

BL6.4 Sharing investment -related information and knowledge

Areas of strength: Ability to combine investment expertise and agricultural expertise (e.g., agronomy) to support scaled approaches was identified as a key strength within this PPA. At the HQ level, strategic investment planning (BL6.1), and innovation-intensive solutions (BL6.3) were rated as highly important and with close to sufficient capacity. Particular strengths included the ability to leverage GEF and GCF investment opportunities, as well as CFI's strong knowledge of how to leverage opportunities across a wide range of investors – ranging from sovereign investors, to private banks, to multilateral institutions. Several decentralised offices also reported strengths in investment facilitation and investor convening at the regional and country levels. Promoting responsible investment is also an area of strength, including PSU's work on the FAO-CCSI Guide on Incentives for Responsible Investment in Agriculture and Food Systems, which practical guidance for governments, as well as the OECD-FAO Guidance on Responsible Agricultural Supply Chains.

Areas of relative gap: Given the growing importance of private investment for sustainable agrifood system transformation, technical capacity for supporting private investment was identified as the most critical need, including technical capacity to support the creation of enabling environments, public-private partnerships, and unlocking opportunities from non-traditional agrifood system investors.

Note: **Technical capacity gaps** are defined as areas of work which staff rate as (i) highly important to the delivery of the PPA, and (ii) having insufficient access to skills, knowledge, and expertise relative to demand (current demand and expected future demand). It is not a review of individual capabilities. Which areas were focused on in the Deep-dive depended on the size of the gap relative to others in the PPA, and considering staff views from the surveys, interviews, focus groups, and workshops.

BL6: Scaling up investment – Supporting private investment

Capacity Gap (Capacity to...)

Expertise Required to Address Gap (Locations)

Engage effectively with private sector actors based on a strong understanding of opportunities and risks. Staff cited:

- FAO staff face several challenges engaging the private sector including:
 - Staff (outside of CFI and PSU) are unclear on FAO's role in supporting private investment
 - Lengthy due diligence processes
 - Lack of effective instruments for collaboration
 - Limited experience working with private sector actors, including understanding ways of working and communication styles
 - Some negative perceptions about the risks of engaging with private sector actors

- Clearer definition of FAO's role in regard to private sector engagement and private investment, shaped by Member and partner demand for FAO support (CFI, PSU)
- Continuous improvement of private sector partnership and due diligence processes to balance speed of engagement and risks, based on a close understanding of technical team needs (PSU, PSS, PSR)
- Knowledge and awareness among staff on the merits of private sector engagement, and ways to engage them (across staff, supported by PSU)

Advise countries on policies that enable private sector investment.

- Encouraging private investment is increasingly important in the face of declining public funding and international aid for agriculture
- Robust policy analysis is needed at the global, regional, and national level to inform policies that promote investment, including:
 - Rigorous value chain analysis (e.g., to understand impact of import taxes on different steps across the chain of production)
 - Analysis of the impact of policies on different beneficiaries, including underserved players / sub-sectors, women, and youth
- There is insufficient analytical capacity in RO/CO to conduct evidence-based studies, especially in contexts of limited access to disaggregated production data, market trends, and agribusiness performance
- Public-private policy dialogue can also be a key input to this analysis, to understand barriers and opportunities (see below)

- Legal, economic, and policy analysis, assessing impact of key factors (e.g., land tenure, trade, financial regulation) on investment (RO; ESA, CFI, EST, LEG)
- Value chain assessment expertise, to study market barriers/opportunities and identify investible opportunities (normative guidance from HQ (e.g., CFI, EST, ESA, ESF, production divisions), analysis implementation capacity at CO, RO)
- Capacity to engage with global and regional value chain actors (e.g., International Coffee Organisation, International Cocoa Organisation) to understand opportunities to promote enabling environments (EST, ESA, CFI, PSU; RO)

Supporting public-private dialogue. Staff cited:

- Many countries lack institutionalised platforms for public-private dialogue that bring together agribusinesses, investors, and policymakers to jointly shape reforms and investment roadmaps
- In cooperation with Ministries, IFIs, and key donors, FAO can support countries by playing a convening role and sharing best practices (e.g., for institutionalising agri-investment councils).

- Multistakeholder engagement expertise, with experience across the public and private spheres, including ability to bring technical priorities into dialogue and facilitation (RO)

Conduct investment opportunity studies that leverage multi-disciplinary expertise across investment, agriculture, and socioeconomic impact.

- Investment studies require multi-disciplinary expertise on both the agricultural, economic, and social impact of investments, as well as analysis of different options for financing
- However, it can be challenging to pull together inter-disciplinary teams (internally and externally), particularly for decentralised offices

- Leverage interdisciplinary teams for investment studies, bringing expertise in sectors (e.g., Ag-Tech), modelling (e.g., climate risk modelling), and investment (e.g., investment structuring), both from in-house as well as external expertise as needed (CFI, PSU, Economic and Social Development Divisions, Natural Resource and Sustainable Production Divisions)

Advise on innovative investment models, especially models which combine public and private investment. Staff cited:

- Demand is high for FAO advice on innovative investments such as blended finance, public-private partnerships, carbon markets, value chain finance, and sustainability-linked loans
 - Requests come from many stakeholders, including countries, regional partners, multilateral investors, and national development banks
 - Demand is particularly high for understanding the potential of models for low-income countries or fragile contexts
 - FAO has a key role to play in models where it can help public-sector players come to the table (e.g., blended finance, PPPs)
- Although CFI has expertise in these areas, the request volume necessitates decentralised office expertise to facilitate timely response, and contextual tailoring (inc. requests not tied to specific projects)

- Financial advisory expertise with experience in blended finance, concessional finance, and risk mitigation tools (CFI, RO)
- Policy and governance advisory expertise, with experience in PPPs, incentives, and institutional reform (CFI, PSU, RO)
- Carbon markets expertise (CFI, OCB, RO)
- Value chain finance expertise (CFI)
- Knowledge of suitability of innovative finance models in low-income countries and fragile settings (CFI, RO)
- Ability to apply guidelines on responsible and inclusive agribusiness models within investment advisory, including indicators to measure social, nutritional, and environmental performance (CFI, PSUR, EST, LEG; RO)

Investment planning and investor convening capacity at the decentralised office level.

- Decentralised offices currently support investment planning and matchmaking via Hand-in-Hand Investment Forums; however, engagement can be ad-hoc and greater capacity is needed to move beyond a convenor role to better facilitate private investors' engagement across the investment cycle

- Investor engagement and matchmaking expertise, to proactively engage investors (RO, with links to CFI)
- Capacity to maintain and strengthen collaboration with regional IFIs and national development banks (RO)
- Agribusiness investment expertise, including financial modelling and business development knowledge (RO)

ANNEX I: SUMMARY OF AGRIFOOD SYSTEM TRENDS BY PPA

The below table summarises the key agrifood system trends that were cited by internal and external stakeholders as having an impact on each of the PPAs and the resulting technical capacity needs. The table focuses on those trends which stakeholders believed would have the most significant impacts. More information can also be found in the individual PPA reports.

PPA	Key agrifood system trends mentioned by internal and external stakeholders	Expected impact on PPA and capacity needs for FAO
BP1: Innovation for Sustainable Production	Population growth, urbanization, climate change, and supply chain disruptions are increasing the 'productivity gap'	Increasing demand for FAO support on technology transformation
	Ageing agricultural population in many countries	Increasing demand for FAO to support technology transformation as a key way to attract youth to agriculture
	Rapidly evolving innovations and technologies within agricultural production (including AI, precision agriculture, automation, and biotechnologies)	Increasing expectation for FAO to be up-to-date on latest innovations order to maintain its reputation as a leader in agricultural production not "fall behind"
BP2: Blue Transformation	Population growth, declining agricultural land availability, and climate change create a growing demand for aquaculture production to meet nutritional needs - including new development of aquaculture sectors in several countries in Africa	Increasing demand for FAO technical guidance and support on aquaculture production, especially in regions where new aquaculture sectors are being developed (e.g., Africa)
	Growing climate impacts - including the increasing anthropogenic effects on bodies of water (e.g., ocean temperatures, deep sea mining, oil and gas exploration) - is increasing the need for climate change mitigation and adaptation within aquaculture and fisheries management	Growing need for FAO guidance on sustainable methods (including to reduce food loss and waste and develop economically viable uses for fisheries by-products) and climate-sensitive approaches, especially in regions where fish production is high (e.g., South East Asia)
	Continued risk of conflict over aquatic resources	Continued demand for FAO support on ocean governance and importance of leveraging sustainable fishing approaches as a means for managing conflict risk
BP3: One Health	Growing risk of animal plant pests and diseases (APPDs) due to climate change, increased trade, and intensified production systems	Growing demand for more effective and early warning systems, and continued support on detection and response
		Shifting impact of climate on APPDs will require new prevention strategies, including a focus on biodiversity protection
	New technologies (e.g., satellite imagery, AI-enabled analysis and modelling) are creating new opportunities in surveillance, detection, and prediction	Expectation for FAO to be able to leverage latest technologies to improve data collection, management, and analysis
	Updated biosecurity norms and measures will be needed as trade and production methods continue to intensify	Continued demand for FAO leadership on international standards and safeguards
BP4: Small-Scale Producers' Equitable Access to Resources	On-going formation of the global architecture around One Health, including establishment of regional hubs	Critical (and time sensitive) importance for FAO to work with partners to ensure agrifood systems are included in global and regional systems being created
	Growing pressures on land, water and natural resources due to climate change and increased conflict risk put increasing strain on tenure rights and natural resource access for small scale producers	Increasing demand for FAO guidance on tenure and access to resources (including Land, Water, Fisheries, and Forests), including guidance on redistributive reform in some regions (e.g., RLC)
	Growing threats to Indigenous Peoples' customary food systems due to increasing land/resource monopolization	Need for deeper engagement with indigenous communities as part of FAO's work on securing access to resources.
	Growing need for resilience among small-scale and indigenous producers in response to climate	Increasing demand for FAO to support to support resilience of localized agrifood systems, support risk-mitigation tools for

	shocks, risk of resource conflict, trade disruptions and pandemic risk	small-scale producers (e.g., insurance), help build more inclusive social protection systems, and provide guidance on collective solutions (e.g. water user associations, cooperatives) as a means to avert resource conflicts
	Digital inclusion of small scale producers is increasingly critical as mobile advisory, e-commerce, and AI-driven market tools expand	More support needed to close the digital divide (<i>also links to BP5</i>)
BP5: Digital Agriculture	AI will have a wide range of use cases in agrifood systems, including - Upstream innovation (e.g., using AI to accelerate agronomic research) - Analytical and advisory capabilities (e.g., AI x precision agriculture for tailored guidance, AI x extension services, AI x pests diagnostics) - Predictive capabilities (e.g., using AI models in forecasting) - Consumer information (e.g., impact of AI on nutrition and safety info)	Demand from Members for support on integrating AI into agrifood systems expected to grow, including global norms, best practices, and incorporating AI into national planning A need to ensure FAO public datasets are AI-ready (i.e., machine-readable and interoperable), enabling external partners to integrate them effectively into new AI-enabled products and services.
	Growing adoption of digital technologies within production tools, services, trade and markets, agricultural finance, and supply chain management.	Expectation that FAO staff are up-to-date on latest digital technology advancements (e.g., AI, internet of things, precision farming, smart farming applications) as relevant to their sectors, to be able to support Members and partners assess the potential impact of different digital solutions
	Many digital agriculture pilots fail to reach scale	A need to better support scaling up of digital solutions
BN1: Healthy Diets for All	Regional and country specific combinations of population, social, and consumer trends are impacting food environments and access to healthy diets, including: - Shocks and crises (including links to climate change) leading to rising famine - Urbanization, digital technology and social media impact on consumer choice (especially youth) - Increasing food prices and international trade impacts on food supply and environment - Obesity and related rising healthcare costs for many countries	Growing regional and country specific demand to understand and tackle nutritional challenges; demand in particularly observed from countries to work on school feeding, dietary guidelines, promoting health diets, and nutritional data.
	Growing food imports placing greater importance on international standards in nutrition labelling; additionally, new food labelling technologies can create new opportunities for promoting healthy diets, but also create risks of misinformation	Continued demand for guidance on nutritional labelling and labelling technologies
	Shifting trends in consumption (e.g., alternative proteins), new food types (e.g., synthetic foods) and compositions of food products (e.g., ultra processed foods, high fat foods)	Growing demand for evidence-based nutritional guidance on new trends
	Evolving impact of AI on nutrition, including benefits (e.g., personalized dietary recommendations, or improved food security assessments through advanced analytics), as well as risks (e.g., spreading misinformation).	Need for FAO staff to understand how AI is becoming integrated into decision-making, and how to leverage AI opportunities successfully
BN2: Nutrition for the Most Vulnerable	Demographic shifts within rural areas necessitate additional attention to women, children, and youth in situations of the greatest vulnerability to malnutrition	Continued importance of people-centred and inclusive approaches in FAO support to data collection, project and policy design
	Increasing availability of digital tools, allowing for improved food security monitoring and predictive analytics	Growing demand from Members for FAO to support decision-making through the use of high-quality data and evidence

	Worsening impacts of climate change on food security and nutritional diversity	Increasing need to support implementation of projects that help build climate-resilient agrifood systems in response to climate change (e.g., drought-resistant crops, sustainable land management, food biodiversity) as a means to increase food security and nutritional diversity
BN3: Safe Food for Everyone	Food systems and food types are continuously evolving, requiring food control systems and food safety guidelines to be continuously updated to account for changes in: - Food production methods (e.g., cell-based foods) - Food types (e.g., alternative proteins) - Food packaging (e.g., biodegradable packaging) - Hazards (e.g., changes in mycotoxins due to climate change) - Testing methodologies (e.g., soy testing)	A continued need for FAO to frequently update its guidance (including Codex) and technical assistance to support Members rapidly to incorporate these changes, based on the latest scientific evidence
	Increasing international trade, with many countries looking to increase their volume of exports	Demand to support Members on Good Agricultural Practices (GAP), Good Manufacturing Practices (GMP), and Good Hygiene Practices (GHPs) to facilitate international trade
BN4: Reducing Food Loss and Waste	Increasing complexity of agrifood production systems	Food supply chain actors will need more specialised guidance to support their efforts in reducing FLW
	Persistent challenge of high levels of food loss in many low and lower middle income countries	Demand to support on food loss reduction, including as a route to increasing food security (especially in RAF)
	For many upper middle and high income countries, consumer waste is becoming a greater proportion of food loss and waste	Growing demand from Members for support with stimulating behaviour change at the consumer level in some regions (e.g., REU)
	Rapid evolution of new technologies that can have beneficial applications to loss and waste reduction, including smart supply chain monitoring, recycling, enhanced food storage and refrigeration, and the use of agricultural waste for bioenergy reduction	Expectation for FAO staff to be up-to-date on the latest technologies available to reduce food loss and waste and promote circular approaches, and to understand their applicability in different settings
BN5: Transparent Markets and Trade	Shifting trade patterns and growing risk of disruptions as a result of market volatility and protectionist measures	Demand for local trade analysis is expected to grow, including opportunities to diversify trade, develop new routes, and strengthen regional hubs Growing need for early warning systems which capture a wide range of potential shocks
	Increased use of digital technologies for trade (e.g., AI, IoT, Blockchain technology, digital payments, e-commerce platforms, trade finance technology, and smart ports)	Rising demand for advisory support on digital technologies to enhance trade efficiency, cut costs, and grow export markets
BE1: Climate Change Mitigating and Adapted Agri-Food Systems	Continued evolution of climate science and forecasts, resulting in shifting implications for agrifood systems	Continued demand for FAO to be up-to-date for the latest climate science
	Tendency for countries' agrifood-climate agendas to quickly pivot	Large volumes of country requests around a wide range of topics across sectors
	High and growing demand for climate finance	Continued need for FAO to support countries to leverage climate finance, including diversifying towards new opportunities (e.g., private sector) and supporting countries to prepare for Loss and Damage Fund
BE2: Bioeconomy for Sustainable Food and Agriculture	Rapid advances in bioinnovations, biotechnologies, and circular economy approaches	Growing Member demand for guidance on both precision biotechnologies (e.g., CRISPR, synthetic biology) and frugal bioinnovations (e.g., low-tech microbial solutions), including country specific data and insights

	Increasing emphasis on standards, certification, and legal frameworks to spur cross-sector collaboration and bioinnovation adoption	Expected need for FAO to support on norms and standards (e.g., sustainability certification), supportive policy combinations, and reducing institutional barriers to adoption
BE3: Biodiversity and Ecosystem Services	Urbanization, population growth, and changed consumption patterns make sustainable use of natural resources increasingly challenging	Continued role for FAO to promote sustainable use and biodiversity management, including ensuring FAO's work across sectors ("business as usual") does not lead to degradation
	Climate change and related impacts (e.g., forest fires, sea level rise, desertification, extreme weather events), as well as impacts over production (e.g., land degradation) leading to biodiversity loss and ecosystem degradation	Continued demand for FAO support on biodiversity management, conservation, ecosystem resilience, and restoration.
	Growing country adoption of biodiversity commitments	Since many countries committed to the Kunming-Montreal Global Biodiversity Framework, demand for FAO's support developing National Biodiversity Strategy and Action Plans has increased (including policy development, technical assistance, and investments)
BE4: Urban Food Systems	Urban population growth and peri-urban population growth creating growing importance on urban food security	Growing importance of ensuring national and subnational governments are equipped to actively manage resilience of urban and urban-rural food systems
	Regional urban trends will make many areas of urban agrifood systems increasingly critical for countries – ranging from urban landfills reaching capacity in many Asian cities, to urban nutrition, to building food market security for cities at risk of climate disasters	Expectation for highly varied country requests for support on urban food systems can be highly varied, requiring FAO to be able to draw on a wide range of expertise areas
BL1: Gender Equality and Rural Women's Empowerment	Shifting labour dynamics in many countries are creating a growing importance on rural women's empowerment and gender equality	Continued demand for FAO support across many key areas including women's access to natural resources, access to finance, and tailored technology transformation to support rural women
	Concerns that politicization of terminology related to gender issues and diversity, equity, and inclusion could slow progress on gender	Continued need for FAO leadership on gender equality within agrifood systems transformation
BL2: Inclusive Rural Transformation	Shifting landscapes in terms of rural finance, including trends within microfinance, digital payment systems, and contract farming models	Continued demand for FAO to support Members to support access to finance, especially with regards to the inclusion of women and youth in rural settings
	Increasing risk of climate change and market shocks	Demand for FAO to support rural and territorial development which is resilient to multiple risks
	Increasing rural poverty and rural-urban inequality, exacerbated by climate change, anti-migration policies, and inequalities in market power distribution	Increasing need for FAO to support livelihoods, social protection, and rural empowerment (including via collective action for agricultural wage labourers' and producers' organisations)
	Voluntary migration and forced displacement shifting the labour force and socioeconomic composition both in destination and origin locations	Growing Member demand to understand the food security, social, and economic impacts of migration for both destination and origin locations and understand which policies will influence migration
BL3: Agriculture Emergencies	Increasing complexity and protracted nature of climate disasters, conflicts, and economic shocks on agriculture and food security	Increasing need to take long-term approaches to preparedness work, coupled with continued efforts on anticipatory action and emergency response
	Potential for new digital technologies to be leveraged in emergency response efforts, e.g., cashless voucher systems, using AI-enhanced analysis to support disaster assessments.	A need to assess the suitability of new technologies for emergency settings (especially where political instability and limited connectivity could limit impact the uptake and success of these technologies)

	Time-sensitive opportunity to ensure agriculture is a part of the global, regional, and national early warning infrastructures being formed.	Need for FAO to continue its close working with partners (e.g., EW4all) to ensure integration of agrifood systems in broader resilience efforts
BL4: Resilient Agri-Food Systems	Growing recognition of the interconnected and compounding effects of different risks and shocks (e.g., conflict, climate, trade, one health, etc.)	Demand for FAO support on multi risk measurement and holistic, systems based interventions
	New approaches within nature-based solutions to reduce first and second order climate-related vulnerabilities	Expectation for FAO to staff to be up-to-date on the most relevant nature-based and ecosystem solutions
BL6: Scaling Up Investment	Increasing diversity of investment models being used for agrifood systems transformation, including innovative finance models	Expectation for FAO to be able to advise countries across an increasingly wide range of investment types (e.g., carbon finance, blended finance, public private partnerships, etc.)
	Decreasing availability of public funding (e.g., due to public debt stress in many countries since the pandemic) and international development assistance funding for agrifood systems	Increasing need for FAO to support countries to leverage private investment

ANNEX II: SUMMARIES BY HEADQUARTER UNIT

The below provides a summary version of the expertise requirements identified grouped by relevant headquarter organisational units for ease of reference. Please refer to the relevant PPA summaries and individual PPA reports for additional information.

CFI

PPA	Identified need	Expertise requirement	Location
BP2	Facilitate increased investment into aquaculture through robust investment legislation, policies, and frameworks	Investment expertise, once initial demand for investment policy/framework support has been established	CFI
BP5	Support governments to scale uptake of digital technology solutions, including through private sector partnerships	Knowledge of scaling frameworks (incl. resource mobilization approaches, private sector engagement strategies)	RO, CO, with support from OIN, CSI, CFI, PSU
		Expertise in identifying digital agriculture investment opportunities and investment case preparation	RO, CO, with support from CFI and OIN
		Expertise public-private partnerships (PPPs) to scale digital agriculture solutions	PSU, OIN, CFI, RO
BL4	Provide normative guidance on the design and development of risk transfer mechanisms	Up-to-date knowledge of trends within the agriculture insurance industry, including through engagement of private sector insurers and other expert actors – e.g., CGIAR	CFI, PSU, RO, CO
BL6	Engage effectively with private sector actors based on a strong understanding of opportunities and risks	Clearer definition of FAO's role in regard to private sector engagement and private investment, shaped by Member and partner demand for FAO support	CFI, PSU
	Advise countries on policies that enable private sector investment	Legal, economic, and policy analysis, assessing impact of key factors (e.g., land tenure, trade, financial regulation) on investment	RO; ESA, CFI, EST, LEG
		Value chain assessment expertise, to study market barriers/opportunities and identify investible opportunities	Normative guidance from HQ (e.g., CFI, EST, ESA, ESF, production divisions), analysis implementation capacity at CO, RO
		Capacity to engage with global and regional value chain actors (e.g., International Coffee Organisation, International Cocoa Organisation) to understand opportunities to promote enabling environments	EST, ESA, CFI, PSU; RO
	Conduct investment opportunity studies that leverage multi-disciplinary expertise across investment, agriculture, and socioeconomic impact	Leverage interdisciplinary teams for investment studies, bringing expertise in sectors (e.g., Ag-Tech), modelling (e.g., climate risk modelling), and investment (e.g., investment structuring), both from in-house as well as external expertise as needed	CFI, PSU, Economic and Social Development Divisions, Natural Resource and Sustainable Production Divisions
	Advise on innovative investment models, especially models which combine public and private investment	Financial advisory expertise with experience in blended finance, concessional finance, and risk mitigation tools	CFI, RO
		Policy and governance advisory expertise, with experience in PPPs, incentives, and institutional reform	CFI, PSU, RO
		Carbon markets expertise	CFI, OCB, RO
		Value chain finance expertise	CFI

	Knowledge of suitability of innovative finance models in low-income countries and fragile settings	CFI, RO
	Ability to apply guidelines on responsible and inclusive agribusiness models within investment advisory, including indicators to measure social, nutritional, and environmental performance	CFI, PSUR, EST, LEG; RO
Investment planning and investor convening capacity at the decentralised office level	Investor engagement and matchmaking expertise, to proactively engage investors	RO, with links to CFI

CJW

PPA	Identified need	Expertise requirement	Location
BN3	Support Members to meaningfully implement Codex and food safety guidelines, including through data collection and analysis	Expertise in food safety data collection and analysis, to support countries with building data processes that enable implementation of Codex and food safety guidelines	RO, CO, supported by CJW, ESS, ESF
	Update Codex and food safety recommendations in line with ongoing and expected future trends in the food industry	Food technologists with sufficient expertise to engage external scientific experts on emerging food trends – e.g., to engage committees to provide expert guidance	CJW, ESF
		Food scientists with backgrounds in applied food safety and technology, rather than purely scientific and technical backgrounds, to facilitate the development of practical guidance	CJW, ESF

ESA

PPA	Identified need	Expertise requirement	Location
BP1	Assess the impact and cost-effectiveness of adoption of new technologies	Economic analysis expertise, to study economic impact of new production technologies	ESA, together with production Divisions
	Use behavioural change expertise to incentivise adoption of new technologies	Behaviour change policy expertise, especially to study uptake barriers in low-resource settings where innovation uptake is low	OIN, ESA, RO/SRO
	Support formulation of policies that promote the development of innovative technologies in agricultural production	Expertise in developing policies that support innovation	RO/SRO, with support from OIN, ESA
		Economists specialised in the economics of knowledge and innovation to enable FAO to strengthen its policy recommendations (e.g., through study of IP rights, availability of technologies for seeds, etc.)	ESA
	Support countries in national agriculture planning, including guidance on utilising an agrifood systems approach	Economists with experience preparing economic assessments and models for national level strategies	ESA
BP2	Facilitate increased investment into aquaculture through robust investment legislation, policies, and frameworks	Economists focused on the effects of national aquaculture policy on investment	NFI, ESA
BP3	Assess and communicate risk of APPDs and potential impact of EWS and interventions to high-level decision makers	Risk modelling expertise for APPDs including use of disease surveillance and proxy data, and ability to leverage AI and Big Data	ESA, OER, NSA, NFO, NSP, NFI

BN1	Promote healthy diets and advise on nutrition guidelines and plans that cut across sectors and the agricultural value chain	Economic and quantitative analysis, focused on nutrition value chains (incl. the cost and impact of biodiversity on nutritional outcomes)	ESA, ESN, RO
BN2	Facilitate the translation of high-quality data and evidence into decision-making for policies related to nutrition	Close collaboration across divisions and offices, to ensure data collection efforts are designed to produce useful outputs for decision-making	ESA, ESN, ESS, RO, CO
BN3	Engaging in advocacy and policy dialogue to influence food safety implementation	Economists focused on assessing the potential economic impacts of food safety policies, in order to justify food safety policies and investments	ESA, ESF, RO
BN5	Support trade decision-making through data provision, including FAO global public goods and market intelligence data	Capacity to socialise existing trade data and tools and run capacity building for ministries on data for decision-making, including non-FAO data (e.g., IFPRI Food Security Portal)	RO, supported by EST, ESA
		Stronger feedback mechanisms for country and global counterparts, to improve accessibility of FAO tools used by government counterparts	EST, ESS, ESA, RO, CO
	Provide regional and country level trade analysis to inform policy guidance	Trade economists working on regional and country-level policy analysis	in RO or SRO working closely with EST and ESA to directly support country requests
	Support export-oriented value chain development	Expertise in export-oriented value chain development to support country requests on guidance in policy and technical approaches (e.g., infrastructure for trade, digital technology for trade facilitation, farmgate price-setting mechanisms)	EST, ESA, ESF, ESP with links to production divisions and capacity to support RO, CO
BE2	Promote stronger understanding of bioinnovations and their benefits, including sustainability	Expertise in science-led, neutral communication on biotechnology, focused on collation of best practices, standards, and case studies for biotechnology use	OCB, ESA, Chief Scientist Office
	Collect, collate, and publish data on the scale and composition of bioeconomies and their impact	Data collection expertise on bioresource production and consumption (e.g., by small scale fisheries), including measuring uptake of bioinnovations and the economic, social, and environmental impact of national bioeconomies	NSP, NFO, NFI, OCB, ESA
		Data management and presentation expertise to support creation of country-specific bioeconomy insights (e.g., national bioeconomy profiles)	OCB, ESA
		Monitoring and evaluation capacity for bioinnovation projects	RO, CO, with support from OCB, ESA
	Evaluate long term suitability of bioinnovations for specific contexts to advise Members on bioinnovation deployment	Creation of frameworks to model and evaluate potential long-term impact of different bioinnovations	OCB, OIN, ESA, ESF Foresight Team
		Access to expertise on differing social and cultural frameworks for bioinnovations	RO, CO with support from ESA
		Stronger partnerships with external partners (e.g., academia, private sector, CGIAR)	RO, OCB, ESA, NSP, and PSU
	Advise on policy approaches for facilitating deployment of bioinnovations in different regional or country contexts	Bioinnovation policy expertise, including environmental and sustainability regulations and institutional barriers to bioinnovation deployment	ESA, LEG
		Value chain development expertise, with a focus on high potential value chains for bioinnovations and cross-sectoral and regional collaboration	ESF, ESA, EST
BE3	Analyse the cost and benefits of biodiversity and restoration – both in terms of agricultural and economic impact	Skills and capacity to conduct economic analysis focused on BE3, including capacity for data collection and management of large databases	ESA/OCB, RO - in regions with largest programmes

BL2	Develop an understanding of how to support collective action for agricultural wage labourers and producers at the global level	Expertise in institutional diagnostics and power analysis, to help countries adapt global guidance and tools to the demands of national political/economic dynamics	ESA, ESP, RO, CO
	Increase access to inclusive finance and investment for small-scale producers and rural SMEs	Economists focused on analysing potential impacts of policies aimed at increasing access to finance for small-scale producers and rural SMEs	ESA in connection with ESP, ESF
BL4	Coordinate expertise across FAO to mitigate multi-risk and increase resilience in agrifood systems	Aggregate expertise across sectors (e.g., climate risk, food security risk, animal health risk, etc) to contribute to holistic multi-risk governance	OER, aggregating expertise from ESA, ESF, ESN, ESP, EST, NFI, NFO, NSA, NSL, NSP, OCB
	Provide normative guidance on the design and development of risk transfer mechanisms	Economist / financial expertise in designing weather-based insurance, with knowledge of different methodologies and the implications for farmers' exposure to risk	ESA or ESP
	Analyse resilience in agrifood value chains to inform measures aimed at building systemic resilience	Economists, to incorporate multiple risks in economic modelling work conducted at FAO, and to be able to analyse resilience across the full agrifood value chain	ESA, ESF, OCB, OER
BL6	Advise countries on policies that enable private sector investment	Legal, economic, and policy analysis, assessing impact of key factors (e.g., land tenure, trade, financial regulation) on investment	RO; ESA, CFI, EST, LEG
		Value chain assessment expertise, to study market barriers/opportunities and identify investible opportunities	Normative guidance from HQ (e.g., CFI, EST, ESA, ESF, production divisions), analysis implementation capacity at CO, RO
		Capacity to engage with global and regional value chain actors (e.g., International Coffee Organisation, International Cocoa Organisation) to understand opportunities to promote enabling environments	EST, ESA, CFI, PSU; RO
	Conduct investment opportunity studies that leverage multi-disciplinary expertise across investment, agriculture, and socioeconomic impact	Leverage interdisciplinary teams for investment studies, bringing expertise in sectors (e.g., Ag-Tech), modelling (e.g., climate risk modelling), and investment (e.g., investment structuring), both from in-house as well as external expertise as needed	CFI, PSU, Economic and Social Development Divisions, Natural Resource and Sustainable Production Divisions

ESF

PPA	Identified need	Expertise requirement	Location
BP1	Support countries in national agriculture planning, including guidance on utilising an agrifood systems approach	Agrifood systems experts which can advise countries on methods and approaches to apply systems-level approaches that target systemic change	ESF
BN3	Conduct effective communication of food safety risks at the country level	Behavioural science experts, to inform effective design of food safety risk communication	ESF, OIN
		Food risk communications experts, to tailor communication on food safety risks to specific country contexts and audiences, including cultural and linguistic differences	ESF, RO, CO
	Support Members to meaningfully implement Codex and food safety guidelines, including through data collection and analysis	Expertise in food safety data collection and analysis, to support countries with building data processes that enable implementation of Codex and food safety guidelines	RO, CO, supported by CJW, ESS, ESF
	Update Codex and food safety recommendations in line with ongoing and expected future trends in the food industry	Food technologists with sufficient expertise to engage external scientific experts on emerging food trends – e.g.,	CJW, ESF

		to engage committees to provide expert guidance	
		Food scientists with backgrounds in applied food safety and technology, rather than purely scientific and technical backgrounds, to facilitate the development of practical guidance	CJW, ESF
	Engaging in advocacy and policy dialogue to influence food safety implementation	Economists focused on assessing the potential economic impacts of food safety policies, in order to justify food safety policies and investments	ESA, ESF, RO
	Provide technical support on food safety implementation from both HQ and decentralised offices	Up-to-date knowledge of the latest technical areas of food safety among food safety officers, such that they are able to provide technical expertise within their areas of expertise – e.g., hazard analysis	ESF
		Engagement between HQ and country-level practitioners to understand key areas of demand at the country level	ESF, RO, CO
BN4	Support data collection and evidence generation aimed at informing food loss and waste (FLW) policy	Food technologists, with the capacity to produce normative guidance on FLW assessment methodologies	ESF
	Analyse the potential impacts of policies and legislation that could be implemented to reduce FLW	Policy analysts, with both skills in economic analysis and a background in FLW reduction	ESF, RO, CO
		Economic and agribusiness expertise applied to FLW	ESF
		Greater coordination between ESF/ESN and LEG to leverage technical support on FLW legislation	ESF, LEG
	Evaluate the potential of FLW reduction technologies across the food value chain	Knowledge of and capacity to holistically and comparatively evaluate technologies which can be leveraged to reduce FLW, including in low-resource settings	ESF, OIN, RO
		Food technologists specialised in operations across the value chain, from post-harvesting to pre-retail	ESF, RO, CO
	Support Members to conduct effective advocacy and awareness raising on FLW reduction	Behavioural change expertise focused on FLW reduction	ESF, OIN, CSL
		Communications expertise on FLW reduction	ESF
BN5	Support export-oriented value chain development	Expertise in export-oriented value chain development to support country requests on guidance in policy and technical approaches (e.g., infrastructure for trade, digital technology for trade facilitation, farmgate price-setting mechanisms)	EST, ESA, ESF, ESP with links to production divisions and capacity to support RO, CO
BE2	Evaluate long term suitability of bioinnovations for specific contexts to advise Members on bioinnovation deployment	Creation of frameworks to model and evaluate potential long-term impact of different bioinnovations	OCB, OIN, ESA, ESF Foresight Team
		Access to expertise on specific bioeconomy processes (e.g., bio-catalysis, genetic synthetic biology, microbial fermentation)	RO, CO with support from OCB, NSP, NSA, ESF
	Advise on policy approaches for facilitating deployment of bioinnovations in different regional or country contexts	Value chain development expertise, with a focus on high potential value chains for bioinnovations and cross-sectoral and regional collaboration	ESF, ESA, EST
BE4	Articulate global leadership on urban agrifood systems, leveraging cross-sectoral knowledge	Global coordination capacity, with ability to coordinate urban agrifood system initiatives both across HQ teams and with decentralised offices	ESF, with links to NFI, NSP, NFO, ESN, EST, OCB, ESP and RO

		Strategy formulation capabilities to articulate FAO's ambitions within urban agrifood systems, including building out global frameworks for key areas (e.g., the rural-urban continuum)	ESF, ESP
		Knowledge management focused on aggregating and synthesising existing knowledge, learnings, and tools on urban agrifood systems for use internally and externally	ESF, with links to other divisions
		Stronger engagement with key global partners to further the urban agrifood system agenda (e.g., UN Habitat)	ESF
	Support local governments and city level actors, including via city-networks	Partnership expertise to define FAO's engagement strategy with city-networks, including defining and executing an engagement strategy for FAO, including a review of how urban city-networks can be leveraged in larger programmes (e.g., GEF)	ESF, PSU, RO
	Provide technical advisory support on urban agrifood systems and develop urban agrifood normative guidance and projects	Urban planning expertise	ESF
		Expertise on the rural and peri-urban continuum, with an emphasis on food security	ESF, ESP
		Urban data collection, evidence-generation, and monitoring expertise	ESF, ESS with capacity to support RO
		Project staff with expertise in urban agrifood systems that are focused on developing and executing urban agrifood system interventions, and liaising with governments on their requests	RO, with links to ESF
		Efficient access to multidisciplinary expertise related to urban agrifood systems for specific projects or government requests	ESF, with links to NFI, NSP, NFO, ESN, EST, OCB, ESP
BL1	Provide technical assistance on gender transformative approaches across work on agrifood systems	Opportunities for staff to gain experience and upskill in gender transformative approaches	ESP to support CO, RO, NSA, NSP, ESN, ESF
BL2	Increase access to inclusive finance and investment for small-scale producers and rural SMEs	Economists focused on analysing potential impacts of policies aimed at increasing access to finance for small-scale producers and rural SMEs	ESA in connection with ESP, ESF
	Support small-scale producers and SMEs to enter competitive markets through business development	Business development support specialists for agri-SMEs	ESP, ESF, RO, CO
BL4	Coordinate expertise across FAO to mitigate multi-risk and increase resilience in agrifood systems	Aggregate expertise across sectors (e.g., climate risk, food security risk, animal health risk, etc) to contribute to holistic multi-risk governance	OER, aggregating expertise from ESA, ESF, ESN, ESP, EST, NFI, NFO, NSA, NSL, NSP, OCB
	Analyse resilience in agrifood value chains to inform measures aimed at building systemic resilience	Economists, to incorporate multiple risks in economic modelling work conducted at FAO, and to be able to analyse resilience across the full agrifood value chain	ESA, ESF, OCB, OER
BL6	Advise countries on policies that enable private sector investment	Value chain assessment expertise, to study market barriers/opportunities and identify investible opportunities	Normative guidance from HQ (e.g., CFI, EST, ESA, ESF, production divisions), analysis implementation capacity at CO, RO
	Conduct investment opportunity studies that leverage multi-disciplinary expertise across investment, agriculture, and socioeconomic impact	Leverage interdisciplinary teams for investment studies, bringing expertise in sectors (e.g., Ag-Tech), modelling (e.g., climate risk modelling), and investment (e.g., investment structuring), both from in-house as well as external expertise as needed	CFI, PSU, Economic and Social Development Divisions, Natural Resource and Sustainable Production Divisions

ESN

PPA	Identified need	Expertise requirement	Location
BN1	Promote healthy diets and advise on nutrition guidelines and plans that cut across sectors and the agricultural value chain	Knowledge of nutrition across production sectors at HQ to promote nutrition-sensitive agriculture across the value chain, and ensure that this guidance is in line with FAO definitions of a healthy diet	ESN to closely coordinate with NSP, NSA, NFI
		Economic and quantitative analysis, focused on nutrition value chains (incl. the cost and impact of biodiversity on nutritional outcomes)	ESA, ESN, RO
		Expertise on biodiversity impacts on nutrition	ESN
	Successfully leverage human rights based approaches	Expertise in rights-based approaches, policies and legal frameworks to uphold the Right to Food	Specialised expertise in ESP, LEG in collaboration with ESN, in addition to corporate-wide knowledge of rights based approaches across HQ and in RO that are lacking this expertise (e.g., REU))
	Capacity to support governments to translate guidelines into action	Better access to regional or HQ nutrition expertise for country offices without human resources dedicated to nutrition	ESN, RO, CO
	Capacity to create, use, and set guidelines for using context-specific nutrition and dietary data to inform policy guidance	Capacity to collect, analyse and communicate context-specific food and dietary data, including scenario modelling	ESN or ESS; RO that are currently lacking this capacity relative to demand, including backstopping country offices
Capacity to develop guidance on nutrition indicators		ESN	
BN2	Support the collection of relevant nutritional data, including in resource constrained environments	Experience or in-depth understanding of the realities of data collection on the ground, to ensure metrics and indicators are based on feasible nutrition-specific and dietary-specific data collection at the country level	ESN, ESS
		Expertise in advocating with ministries in charge of national data on food security, to encourage integration of nutrition into existing national data collection efforts	RO, CO with support from ESN
		Coordination across agencies collecting data on food security (e.g., FAO, IOM, UNICEF, WFP, WHO) in crisis settings – e.g., via taskforces or other mechanisms	ESN, OER
	Support consideration of individual level nutrition, rather than household level, to inform policy and investment	Ensure existing nutrition and dietary diversity data experts provide normative guidance on the collection of data at the individual level	ESN
		Expertise in gender and social inclusion, with experience in collecting data across a range of cultural contexts	ESN, RO, CO
	Facilitate the translation of high-quality data and evidence into decision-making for policies related to nutrition	Close collaboration across divisions and offices, to ensure data collection efforts are designed to produce useful outputs for decision-making	ESA, ESN, ESS, RO, CO
		Stakeholder engagement and policy skills, to engage policymakers when constructing data collection and analysis efforts at the country level and ensure data will be useful for future decision-making	ESN, RO, CO
	BN3	Provide technical support on food safety implementation from both HQ and decentralised offices	Ensure engagement of nutrition focal point to integrate nutrition into food safety work at the country level

BN4	Analyse the potential impacts of policies and legislation that could be implemented to reduce FLW	Expertise on nutrient loss, spanning knowledge of both systems and value chains as well as nutritional impacts	ESN
BE1	Serve as an authoritative voice and convenor on the latest science, data, and evidence on climate change mitigation and adaptation in food and agriculture	Climate expertise across sectors and scientific areas, including carbon sequestration, agroforestry adaptation, sustainable livestock, methane, soil and water pollution, re-carbonisation of agricultural soils, adaptation of agricultural waters, climate resilient seed varieties, climate impact on micronutrients, and climate-smart aquaculture	Climate impact on micronutrients (ESN)
BE4	Articulate global leadership on urban agrifood systems, leveraging cross-sectoral knowledge	Global coordination capacity, with ability to coordinate urban agrifood system initiatives both across HQ teams and with decentralised offices	ESF, with links to NFI, NSP, NFO, ESN, EST, OCB, ESP and RO
	Provide technical advisory support on urban agrifood systems and develop urban agrifood normative guidance and projects	Efficient access to multidisciplinary expertise related to urban agrifood systems for specific projects or government requests	ESF, with links to NFI, NSP, NFO, ESN, EST, OCB, ESP
BL1	Provide technical assistance on gender transformative approaches across work on agrifood systems	Opportunities for staff to gain experience and upskill in gender transformative approaches	ESP to support CO, RO, NSA, NSP, ESN, ESF
BL3	Design effective response and recovery programmes that are targeted, realistic in field contexts, and take a people-centred approach	Ability for decentralised offices to rapidly access technical knowledge that exists at HQ across various divisions (e.g., nutritional guidance for emergency settings)	NSA, NFI, NSP, NSL, ESN, NFO
BL4	Coordinate expertise across FAO to mitigate multi-risk and increase resilience in agrifood systems	Aggregate expertise across sectors (e.g., climate risk, food security risk, animal health risk, etc) to contribute to holistic multi-risk governance	OER, aggregating expertise from ESA, ESF, ESN, ESP, EST, NFI, NFO, NSA, NSL, NSP, OCB
BL6	Conduct investment opportunity studies that leverage multi-disciplinary expertise across investment, agriculture, and socioeconomic impact	Leverage interdisciplinary teams for investment studies, bringing expertise in sectors (e.g., Ag-Tech), modelling (e.g., climate risk modelling), and investment (e.g., investment structuring), both from in-house as well as external expertise as needed	CFI, PSU, Economic and Social Development Divisions, Natural Resource and Sustainable Production Divisions

ESP

PPA	Identified need	Expertise requirement	Location
BP4	Coordinate work on small-scale producers' tenure rights and access to resources	Greater coordination capacity across teams working on access (e.g., land, water, fisheries, forests)	ESP
		Improved MEL guidelines to consider and monitor impact of FAO projects on access to resources for small-scale producers	ESP
	Support collection and collation of data on small-scale producers, including advising on resource administration and information systems	Data collection expertise for land tenure rights and legal enforcement, including participatory approaches, with capacity to coordinate with external partners to consolidate databases	ESP
		Land administration and information systems expertise	ESP
		Capacity to create coherent frameworks and methodological guidance on registry development	ESP, with links to other divisions working on registries OER, NFI, NSL, PSUI, ESP
		Expertise on the design of inclusive registries	ESP, with links to other divisions working on registries OER, NFI, NSL, PSUF

		Expertise on types of resource use to support development of both global and local classifications and typologies	ESP, with links to NFI, NSL, NSA, NSP, NFO
	Promote inclusion of small-scale producers in decision-making processes around resource access	Expertise in facilitating multi-stakeholder platforms that allow for representation of small-scale producers in land and resource governance processes	RO, CO with support from ESP
	Advise governments on policies to improve resource access for small-scale producers	Capacity to promote legislative tools in politically sensitive contexts, including translating significance of legislative tools for local contexts	RO, CO with support from LEG and ESP
		Capacity to share legislative tools and best practice to improve resource access, including tools focused on women's access (e.g., Gender Lex)	LEG, ESP, LEG
		Water tenure expertise, including legal and social aspects	ESP, with links to NSL, NSA, NSP, NFI and capacity to support RO, CO
		Access to regional and local expertise (incl. from country level partners) on tenure and resource access rights to support specific country requests (e.g., on a short-term basis)	RO, CO, with support from ESP
	Advise on effective mechanisms for enforcement of rights	Public action, public administration, and state efficiency expertise, to support translation of technical policy into action and enforcement plans	ESP, RO
	Advise on agrarian reform and land reform, including redistributive reform	Land redistribution reform expertise, including expertise on beneficiary identification, compensation methodologies, and exclusion criteria	ESP, or RO in regions with high demand e.g., RLC
		Expertise in evaluating and modelling of cost-effectiveness of land reform	ESP, or RO in regions with high demand e.g., RLC
		Conflict resolution expertise, including traditional and alternative conflict resolution systems	PSUI, OER, ESP
BP5	Advise countries on digital agriculture strategies	Close coordination between colleagues working on Digital Agriculture (BP5) and Small-scale producers (BP4) to support digital inclusion of small-scale producers	OIN, ESP
BN1	Successfully leverage human rights based approaches	Expertise in rights-based approaches, policies and legal frameworks to uphold the Right to Food	Specialised expertise in ESP, LEG in collaboration with ESN, in addition to corporate-wide knowledge of rights based approaches across HQ and in RO that are lacking this expertise (e.g., REU))
BE3	Work with local and indigenous communities and workforces to promote long term and sustainable restoration	Expertise in the linkage between restoration, livelihoods, sustainable business models, value chains and social security to ensure restoration is sustainable	ESP in collaboration with other divisions
BE4	Articulate global leadership on urban agrifood systems, leveraging cross-sectoral knowledge	Global coordination capacity, with ability to coordinate urban agrifood system initiatives both across HQ teams and with decentralised offices	ESF, with links to NFI, NSP, NFO, ESN, EST, OCB, ESP and RO
		Strategy formulation capabilities to articulate FAO's ambitions within urban agrifood systems, including building out global frameworks for key areas (e.g., the rural-urban continuum)	ESF, ESP
	Provide technical advisory support on urban agrifood systems and develop urban agrifood normative guidance and projects	Expertise on the rural and peri-urban continuum, with an emphasis on food security	ESF, ESP

		Efficient access to multidisciplinary expertise related to urban agrifood systems for specific projects or government requests	ESF, with links to NFI, NSP, NFO, ESN, EST, OCB, ESP
BL1	Increase awareness of and evidence for gender transformative approaches for agrifood systems at the country level	Knowledge of gender-sensitive, gender-responsive, and gender-transformative approaches	RO, CO, with support from ESP
		Capacity to develop an evidence base on the cost-effectiveness of gender transformative approaches in the context of food security and nutrition (e.g., through experimentation and pilot projects), and create best practices that can be used in advocacy	ESP, RO, CO
		Expertise in developing templates for capacity-building trainings on gender transformative approaches for country and regional offices to implement	ESP with capacity to support CO, RO
	Provide technical assistance on gender transformative approaches across work on agrifood systems	Opportunities for staff to gain experience and upskill in gender transformative approaches	ESP to support CO, RO, NSA, NSP, ESN, ESF
		Expertise on women's financial inclusion	RO, CO with support from ESP rural finance team
		Expertise in monitoring and evaluating gender transformational change from FAO projects	RO, CO, with support from OED, ESP
	Assess the status of gender equality and rural women's empowerment globally and in local country contexts	Knowledge of the principles of sex-disaggregated and gender-sensitive data collection, including knowledge of standard variables, and awareness of use-cases and importance of sex-disaggregated data	CO, with support from RO and ESP
		Data management expertise to support integration of existing, heterogeneous sex-disaggregated data to support gender analysis	ESP, ESS
		Capacity to further develop and socialise existing tools for country-level qualitative and quantitative analysis of gender equality environments	ESP, LEG with capacity to support RO, CO
BL2	Develop an understanding of how to support collective action for agricultural wage labourers and producers at the global level	Technical capacity to create an overarching framework, global guidance, and a toolbox on collective action for agricultural wage labourers' and producers' organisations	ESP
		Expertise in institutional diagnostics and power analysis, to help countries adapt global guidance and tools to the demands of national political/economic dynamics	ESA, ESP, RO, CO
	Provide guidance on community engagement and inclusion at the country level	Expertise in comparative analysis of different community engagement methods	ESP
	Mainstream digitisation and technological solutions within rural empowerment and inclusion	Expertise in how to use digitisation and technological solutions to boost rural empowerment efforts	ESP, OIN
	Increase access to inclusive finance and investment for small-scale producers and rural SMEs	Economists focused on analysing potential impacts of policies aimed at increasing access to finance for small-scale producers and rural SMEs	ESA in connection with ESP, ESF
	Support small-scale producers and SMEs to enter competitive markets through business development	Business development support specialists for agri-SMEs	ESP, ESF, RO, CO
	Analyse the impacts of migration, demographic shifts, and youth	Migration expertise, to analyse options for migration management, facilitation, and transparency	ESP

		Youth employment expertise, with programmatic and analytical experience	ESP
BL4	Coordinate expertise across FAO to mitigate multi-risk and increase resilience in agrifood systems	Aggregate expertise across sectors (e.g., climate risk, food security risk, animal health risk, etc) to contribute to holistic multi-risk governance	OER, aggregating expertise from ESA, ESF, ESN, ESP, EST, NFI, NFO, NSA, NSL, NSP, OCB
	Provide normative guidance on the design and development of risk transfer mechanisms	Economist / financial expertise in designing weather-based insurance, with knowledge of different methodologies and the implications for farmers' exposure to risk	ESA or ESP
		Social protection expertise	ESP, RO
	Assess the impact of nature-based solutions / ecosystem-based approaches on climate risk and vulnerability within agrifood systems	Expertise in assessing the impact of nature-based solutions / ecosystem-based approaches on climate risk and vulnerability across sectors	OCB; relevant production divisions – NFI, NFO, NSA, NSP; and ESP for household-level impacts
		Scientific expertise, to synthesise scientific evidence on the benefits of nature-based solutions / ecosystem-based approaches for resilience to use in advocacy and awareness raising, including a landscape / seascape approach	OCB; relevant production divisions – NFI, NFO, NSA, NSP; and ESP for household-level impacts
BL6	Conduct investment opportunity studies that leverage multi-disciplinary expertise across investment, agriculture, and socioeconomic impact	Leverage interdisciplinary teams for investment studies, bringing expertise in sectors (e.g., Ag-Tech), modelling (e.g., climate risk modelling), and investment (e.g., investment structuring), both from in-house as well as external expertise as needed	CFI, PSU, Economic and Social Development Divisions, Natural Resource and Sustainable Production Divisions

ESS

PPA	Identified need	Expertise requirement	Location
BP1	Assess the impact and cost-effectiveness of adoption of new technologies	Expertise in quantitative impact analysis, including monitoring impact and efficiency of new technologies	RO/SRO; NSP, NSL, NSA, NFI, NFO and ESS
BP3	Facilitate interoperability of Early Warning Systems (EWS)	Data architecture expertise to build interoperable, integrated EWS	ESS, OIN, CSI
		Expertise on informatics for APPDs to develop global norms and standards, data codification and ontologies, and data collection and reporting tools to ensure interoperability of data tools, models, and applications	ESS
BP5	Support the integration of AI within agrifood systems	Data architecture expertise, to ensure that FAO public datasets AI-ready (i.e., machine-readable and interoperable) to maximise their utility to external partners	ESS, OIN
	Improve the data architecture of early warning systems to allow for integrated analysis	Data architecture expertise to connect and digitise different EWS	ESS, OIN, CSI
BN1	Capacity to create, use, and set guidelines for using context-specific nutrition and dietary data to inform policy guidance	Capacity to collect, analyse and communicate context-specific food and dietary data, including scenario modelling	ESN or ESS; RO that are currently lacking this capacity relative to demand, including backstopping country offices
BN2	Support the collection of relevant nutritional data, including in resource constrained environments	Experience or in-depth understanding of the realities of data collection on the ground, to ensure metrics and indicators are based on feasible nutrition-specific and	ESN, ESS

		dietary-specific data collection at the country level	
	Facilitate the translation of high-quality data and evidence into decision-making for policies related to nutrition	Close collaboration across divisions and offices, to ensure data collection efforts are designed to produce useful outputs for decision-making	ESA, ESN, ESS, RO, CO
BN3	Support Members to meaningfully implement Codex and food safety guidelines, including through data collection and analysis	Expertise in food safety data collection and analysis, to support countries with building data processes that enable implementation of Codex and food safety guidelines	RO, CO, supported by CJW, ESS, ESF
BN5	Support trade decision-making through data provision, including FAO global public goods and market intelligence data	Stronger feedback mechanisms for country and global counterparts, to improve accessibility of FAO tools used by government counterparts	EST, ESS, ESA, RO, CO
	Support export-oriented value chain development	Expertise in export-oriented value chain development to support country requests on guidance in policy and technical approaches (e.g., infrastructure for trade, digital technology for trade facilitation, farmgate price-setting mechanisms)	EST, ESA, ESF, ESP with links to production divisions and capacity to support RO, CO
BE1	Translate scientific data and evidence for use in national policy decision-making	Quantitative analysis expertise, to conduct cost-benefit assessments and reviews of different climate policy options	OCB, supported by ESS
BE2	Collect, collate, and publish data on the scale and composition of bioeconomies and their impact	Expertise on legal and regulatory frameworks for data sharing for bioinnovations-related data across countries	RO, ESS
BE4	Provide technical advisory support on urban agrifood systems and develop urban agrifood normative guidance and projects	Urban data collection, evidence-generation, and monitoring expertise	ESF, ESS with capacity to support RO
BL1	Assess the status of gender equality and rural women's empowerment globally and in local country contexts	Data management expertise to support integration of existing, heterogeneous sex-disaggregated data to support gender analysis	ESP, ESS
BL6	Conduct investment opportunity studies that leverage multi-disciplinary expertise across investment, agriculture, and socioeconomic impact	Leverage interdisciplinary teams for investment studies, bringing expertise in sectors (e.g., Ag-Tech), modelling (e.g., climate risk modelling), and investment (e.g., investment structuring), both from in-house as well as external expertise as needed	CFI, PSU, Economic and Social Development Divisions, Natural Resource and Sustainable Production Divisions

EST

PPA	Identified need	Expertise requirement	Location
BN5	Support trade decision-making through data provision, including FAO global public goods and market intelligence data	Commodity economists with capacity to monitor commodities which are regional priorities	RO with demand for regional commodity data, e.g., RAF, RAP, or centrally supported by EST
		Capacity to socialise existing trade data and tools and run capacity building for ministries on data for decision-making, including non-FAO data (e.g., IFPRI Food Security Portal)	RO, supported by EST, ESA
		Stronger feedback mechanisms for country and global counterparts, to improve accessibility of FAO tools used by government counterparts	EST, ESS, ESA, RO, CO
		Capacity to disseminate FAO public goods and reports, including outreach to collaborate on data usage globally and regionally across sectors	EST

	Provide regional and country level trade analysis to inform policy guidance	Trade economists working on regional and country-level policy analysis	in RO or SRO working closely with EST and ESA to directly support country requests
	Support export-oriented value chain development	Expertise in export-oriented value chain development to support country requests on guidance in policy and technical approaches (e.g., infrastructure for trade, digital technology for trade facilitation, farmgate price-setting mechanisms)	EST, ESA, ESF, ESP with links to production divisions and capacity to support RO, CO
		More strategic partnerships to access expertise in export-oriented value chain development (e.g., UNIDO)	EST, RO
	Advise on digital technologies for trade	Expertise in digital technologies for trade (e.g., AI, IoT, Blockchain technology, digital payments, e-commerce platforms, trade finance technology, and smart ports)	EST, OIN, with capacity to support RO, CO
	Promote regulatory cooperation on trade	Regulatory compliance expertise to conduct regulatory mapping and support countries with capacity building on demonstrating compliance, including capacity to connect countries to partners with specialised technical knowledge (e.g., UNIDO, World Bank, International Trade Centre)	RO / EST with mandate to directly respond to country requests
BE2	Advise on policy approaches for facilitating deployment of bioinnovations in different regional or country contexts	Value chain development expertise, with a focus on high potential value chains for bioinnovations and cross-sectoral and regional collaboration	ESF, ESA, EST
BE4	Articulate global leadership on urban agrifood systems, leveraging cross-sectoral knowledge	Global coordination capacity, with ability to coordinate urban agrifood system initiatives both across HQ teams and with decentralised offices	ESF, with links to NFI, NSP, NFO, ESN, EST, OCB, ESP and RO
	Provide technical advisory support on urban agrifood systems and develop urban agrifood normative guidance and projects	Efficient access to multidisciplinary expertise related to urban agrifood systems for specific projects or government requests	ESF, with links to NFI, NSP, NFO, ESN, EST, OCB, ESP
BL4	Coordinate expertise across FAO to mitigate multi-risk and increase resilience in agrifood systems	Aggregate expertise across sectors (e.g., climate risk, food security risk, animal health risk, etc) to contribute to holistic multi-risk governance	OER, aggregating expertise from ESA, ESF, ESN, ESP, EST, NFI, NFO, NSA, NSL, NSP, OCB
BL6	Advise countries on policies that enable private sector investment	Legal, economic, and policy analysis, assessing impact of key factors (e.g., land tenure, trade, financial regulation) on investment	RO; ESA, CFI, EST, LEG
		Value chain assessment expertise, to study market barriers/opportunities and identify investible opportunities	Normative guidance from HQ (e.g., CFI, EST, ESA, ESF, production divisions), analysis implementation capacity at CO, RO
		Capacity to engage with global and regional value chain actors (e.g., International Coffee Organisation, International Cocoa Organisation) to understand opportunities to promote enabling environments	EST, ESA, CFI, PSU; RO
	Conduct investment opportunity studies that leverage multi-disciplinary expertise across investment, agriculture, and socioeconomic impact	Leverage interdisciplinary teams for investment studies, bringing expertise in sectors (e.g., Ag-Tech), modelling (e.g., climate risk modelling), and investment (e.g., investment structuring), both from in-house as well as external expertise as needed	CFI, PSU, Economic and Social Development Divisions, Natural Resource and Sustainable Production Divisions
	Advise on innovative investment models, especially models which combine public and private investment	Ability to apply guidelines on responsible and inclusive agribusiness models within investment advisory, including indicators to measure social, nutritional, and environmental performance	CFI, PSUR, EST, LEG; RO

LEG

PPA	Identified need	Expertise requirement	Location
BP3	Support data sharing across countries for EWS	Legal expertise on data sharing regulations, with capacity to advise government counterparts on data ownership and confidentiality, and promote adoption of data sharing agreements	LEG
BP4	Advise governments on policies to improve resource access for small-scale producers	Capacity to promote legislative tools in politically sensitive contexts, including translating significance of legislative tools for local contexts	RO, CO with support from LEG and ESP
		Capacity to share legislative tools and best practice to improve resource access, including tools focused on women's access (e.g., Gender Lex)	LEG, ESP, LEG
BN1	Successfully leverage human rights based approaches	Expertise in rights-based approaches, policies and legal frameworks to uphold the Right to Food	Specialised expertise in ESP, LEG in collaboration with ESN, in addition to corporate-wide knowledge of rights based approaches across HQ and in RO that are lacking this expertise (e.g., REU))
BN4	Analyse the potential impacts of policies and legislation that could be implemented to reduce FLW	Greater coordination between ESF/ESN and LEG to leverage technical support on FLW legislation	ESF, LEG
BE2	Advise on policy approaches for facilitating deployment of bioinnovations in different regional or country contexts	Bioinnovation policy expertise, including environmental and sustainability regulations and institutional barriers to bioinnovation deployment	ESA, LEG
BL1	Provide technical assistance on gender transformative approaches across work on agrifood systems	Knowledge of legal frameworks and policy approaches to promote gender equality, strengthen accountability, and harmonise statutory and customary systems	RO, CO with support from LEG
	Assess the status of gender equality and rural women's empowerment globally and in local country contexts	Capacity to further develop and socialise existing tools for country-level qualitative and quantitative analysis of gender equality environments	ESP, LEG with capacity to support RO, CO
BL6	Advise countries on policies that enable private sector investment	Legal, economic, and policy analysis, assessing impact of key factors (e.g., land tenure, trade, financial regulation) on investment	RO; ESA, CFI, EST, LEG
	Advise on innovative investment models, especially models which combine public and private investment	Ability to apply guidelines on responsible and inclusive agribusiness models within investment advisory, including indicators to measure social, nutritional, and environmental performance	CFI, PSUR, EST, LEG; RO

NFI

PPA	Identified need	Expertise requirement	Location
BP1	Assess the impact and cost-effectiveness of adoption of new technologies	Expertise in quantitative impact analysis, including monitoring impact and efficiency of new technologies	RO/SRO; NSP, NSL, NSA, NFI, NFO and ESS
		Economic analysis expertise, to study economic impact of new production technologies	ESA, together with production Divisions
	Provide guidance on mechanization interventions that are appropriate for a given context to policymakers, investors, and farmers	Knowledge of recent mechanical innovations (including automation) across production sectors and terrains (including forests) to backstop country projects	NSP, NFO, NFI, NSA, NSL

		Expertise in new mechanical advances (e.g., automation, drones)	NSP, NSA, NFI, NFO, NSL, OIN
BP2	Support aquaculture production through the provision of specialist technical expertise	Expertise in biosecurity and aquatic animal health	NFI
		Expertise in feed and feed management	NFI
		Expertise in genetic resources	NFI
		Ensure existing aquaculture specialists have access to up-to-date knowledge in their areas of expertise, such that they are able to provide relevant advice and normative guidance	NFI
		Ensure existing aquaculture specialists at HQ engage practitioners on the ground to understand the key areas of demand at the country level	NFI, with support from CO
	Reduce the negative environmental impacts of aquaculture in countries with high levels of aquaculture production	Expertise in sustainable feed production and management	NFI
		Expertise in aquacultural disease management specialist	NFI
		Expertise in climate-smart aquaculture	NFI, OCB
	Facilitate increased investment into aquaculture through robust investment legislation, policies, and frameworks	Economists focused on the effects of national aquaculture policy on investment	NFI, ESA
	Provide data in support of monitoring and reporting on the efficacy and impact of aquaculture production methods	Expertise in using the latest digital tools for data collection	NFI
		Expertise in AI/ML-driven data analysis	NFI
		Aquaculture data specialist, to advise on choice of indicators and how to collect data for each indicator	NFI
BP3	Support disease detection, surveillance, and monitoring	Expertise in animal and aquatic disease diagnostics, including laboratory and vaccine infrastructure and networks	NSA, NFI, RO
		Community pest and disease surveillance expertise, including crowd-sourcing and citizens science	RO, NSA, NSP, NFO, NFI
		Expertise in the use of AI and emerging technologies for disease surveillance	OIN, NSA, NSP, NFO, NFI
		Expertise in use of weather and climate information (including forecast data), satellite technology, and spatial analysis in monitoring and prediction of APPDs as part of EWS	NSA, NSP, NFO, NFI
	Assess and communicate risk of APPDs and potential impact of EWS and interventions to high-level decision makers	Ecosystem health expertise, specialised in the Human Animal Plant Environment interface	NSA, NSP, NSL, NFO, NFI
		Risk modelling expertise for APPDs including use of disease surveillance and proxy data, and ability to leverage AI and Big Data	ESA, OER, NSA, NFO, NSP, NFI
		Expertise in economic cost-benefit analysis on APPDs and return on investment for early warning	NSA, NSP, NFO, NFI, with strong links to RO, CO
		Risk communication expertise for high-level decision makers	RO, CO, supported by OCC, OER, NSP, NSA, NFO, NFI

	Support Members to effectively communicate risk and necessary actions to producers and impacted populations	Expertise in translating early warning information into actionable recommendations for farmers, retailers, and consumers	RO, CO, with support from, NSP, NSA, NFO, NFI
BP4	Support collection and collation of data on small-scale producers, including advising on resource administration and information systems	Capacity to create coherent frameworks and methodological guidance on registry development	ESP, with links to other divisions working on registries OER, NFI, NSL, PSUI, ESP
		Expertise on the design of inclusive registries	ESP, with links to other divisions working on registries OER, NFI, NSL, PSUF
		Expertise on types of resource use to support development of both global and local classifications and typologies	ESP, with links to NFI, NSL, NSA, NSP, NFO
	Advise governments on policies to improve resource access for small-scale producers	Water tenure expertise, including legal and social aspects	ESP, with links to NSL, NSA, NSP, NFI and capacity to support RO, CO
	Protect resource access for small-scale fisheries	Expertise on tenure and access rights for small-scale fisheries, encompassing social and economic inclusion aspects, including women's roles and rights across fisheries value chains	NFI
		Ability to collaborate with other divisions on co-management and postharvest fisheries	NFI
BN1	Promote healthy diets and advise on nutrition guidelines and plans that cut across sectors and the agricultural value chain	Knowledge of nutrition across production sectors at HQ to promote nutrition-sensitive agriculture across the value chain, and ensure that this guidance is in line with FAO definitions of a healthy diet	ESN to closely coordinate with NSP, NSA, NFI
BE1	Serve as an authoritative voice and convenor on the latest science, data, and evidence on climate change mitigation and adaptation in food and agriculture	Climate expertise across sectors and scientific areas, including carbon sequestration, agroforestry adaptation, sustainable livestock, methane, soil and water pollution, re-carbonisation of agricultural soils, adaptation of agricultural waters, climate resilient seed varieties, climate impact on micronutrients, and climate-smart aquaculture	Carbon sequestration (NSP, NFO, NSL, NFI, OCB) Climate-smart aquaculture (NFI) – see BP2
BE2	Collect, collate, and publish data on the scale and composition of bioeconomies and their impact	Data collection expertise on bioresource production and consumption (e.g., by small scale fisheries), including measuring uptake of bioinnovations and the economic, social, and environmental impact of national bioeconomies	NSP, NFO, NFI, OCB, ESA
BE3	Provide technical support in key restoration areas	Expertise in aquatic restoration (e.g., aquatic benthic habitat restoration, fish stocks for ecosystem function and carbon, terrestrial agriculture and inland/coastal habitat links, mobile pollutants in waterways, etc.)	NFI
BE4	Articulate global leadership on urban agrifood systems, leveraging cross-sectoral knowledge	Global coordination capacity, with ability to coordinate urban agrifood system initiatives both across HQ teams and with decentralised offices	ESF, with links to NFI, NSP, NFO, ESN, EST, OCB, ESP and RO
	Provide technical advisory support on urban agrifood systems and develop urban agrifood normative guidance and projects	Efficient access to multidisciplinary expertise related to urban agrifood systems for specific projects or government requests	ESF, with links to NFI, NSP, NFO, ESN, EST, OCB, ESP
BL3	Design effective response and recovery programmes that are targeted, realistic in field contexts, and take a people-centred approach	Ability for decentralised offices to rapidly access technical knowledge that exists at HQ across various divisions (including backstopping procurements)	NSA, NFI, NSP, NSL, ESN, NFO
BL4	Coordinate expertise across FAO to mitigate multi-risk and increase resilience in agrifood systems	Aggregate expertise across sectors (e.g., climate risk, food security risk, animal health risk, etc) to contribute to holistic multi-risk governance	OER, aggregating expertise from ESA, ESF, ESN, ESP, EST, NFI, NFO, NSA, NSL, NSP, OCB

	Assess the impact of nature-based solutions / ecosystem-based approaches on climate risk and vulnerability within agrifood systems	Expertise in assessing the impact of nature-based solutions / ecosystem-based approaches on climate risk and vulnerability across sectors	OCB; relevant production divisions – NFI, NFO, NSA, NSP; and ESP for household-level impacts
		Scientific expertise, to synthesise scientific evidence on the benefits of nature-based solutions / ecosystem-based approaches for resilience to use in advocacy and awareness raising, including a landscape / seascape approach	OCB; relevant production divisions – NFI, NFO, NSA, NSP; and ESP for household-level impacts
BL6	Conduct investment opportunity studies that leverage multi-disciplinary expertise across investment, agriculture, and socioeconomic impact	Leverage interdisciplinary teams for investment studies, bringing expertise in sectors (e.g., Ag-Tech), modelling (e.g., climate risk modelling), and investment (e.g., investment structuring), both from in-house as well as external expertise as needed	CFI, PSU, Economic and Social Development Divisions, Natural Resource and Sustainable Production Divisions

NFO

PPA	Identified need	Expertise requirement	Location
BP1	Assess the impact and cost-effectiveness of adoption of new technologies	Expertise in quantitative impact analysis, including monitoring impact and efficiency of new technologies	RO/SRO; NSP, NSL, NSA, NFI, NFO and ESS
		Economic analysis expertise, to study economic impact of new production technologies	ESA, together with production Divisions
	Provide guidance on mechanization interventions that are appropriate for a given context to policymakers, investors, and farmers	Knowledge of recent mechanical innovations (including automation) across production sectors and terrains (including forests) to backstop country projects	NSP, NFO, NFI, NSA, NSL
		Expertise in new mechanical advances (e.g., automation, drones)	NSP, NSA, NFI, NFO, NSL, OIN
BP3	Support disease detection, surveillance, and monitoring	Community pest and disease surveillance expertise, including crowd-sourcing and citizens science	RO, NSA, NSP, NFO, NFI
		Expertise in the use of AI and emerging technologies for disease surveillance	OIN, NSA, NSP, NFO, NFI
		Expertise in use of weather and climate information (including forecast data), satellite technology, and spatial analysis in monitoring and prediction of APPDs as part of EWS	NSA, NSP, NFO, NFI
	Assess and communicate risk of APPDs and potential impact of EWS and interventions to high-level decision makers	Forest pests and disease expertise with capacity to facilitate development of a global network on forest health	NFO
		Ecosystem health expertise, specialised in the Human Animal Plant Environment interface	NSA, NSP, NSL, NFO, NFI
		Risk modelling expertise for APPDs including use of disease surveillance and proxy data, and ability to leverage AI and Big Data	ESA, OER, NSA, NFO, NSP, NFI
		Expertise in economic cost-benefit analysis on APPDs and return on investment for early warning	NSA, NSP, NFO, NFI, with strong links to RO, CO
		Risk communication expertise for high-level decision makers	RO, CO, supported by OCC, OER, NSP, NSA, NFO, NFI

	Support Members to effectively communicate risk and necessary actions to producers and impacted populations	Expertise in translating early warning information into actionable recommendations for farmers, retailers, and consumers	RO, CO, with support from, NSP, NSA, NFO, NFI
BP4	Support collection and collation of data on small-scale producers, including advising on resource administration and information systems	Expertise on types of resource use to support development of both global and local classifications and typologies	ESP, with links to NFI, NSL, NSA, NSP, NFO
	Advise governments on policies to improve resource access for small-scale producers	Forestry tenure expertise	RO with support from NFO
BE1	Serve as an authoritative voice and convenor on the latest science, data, and evidence on climate change mitigation and adaptation in food and agriculture	Climate expertise across sectors and scientific areas, including carbon sequestration, agroforestry adaptation, sustainable livestock, methane, soil and water pollution, re-carbonisation of agricultural soils, adaptation of agricultural waters, climate resilient seed varieties, climate impact on micronutrients, and climate-smart aquaculture	Carbon sequestration (NSP, NFO, NSL, NFI, OCB) Agroforestry adaptation (NFO)
BE2	Collect, collate, and publish data on the scale and composition of bioeconomies and their impact	Data collection expertise on bioresource production and consumption (e.g., by small scale fisheries), including measuring uptake of bioinnovations and the economic, social, and environmental impact of national bioeconomies	NSP, NFO, NFI, OCB, ESA
BE3	Regional biodiversity management and restoration	Knowledge sharing on biodiversity integration via best practices, instruments, policies and country experience	RO, OCB/NFO
	Set and implement standards for ecosystem monitoring	Expertise on indicators and methodologies for monitoring ecosystem restoration	OCB, NFO or within specific production divisions depending on need - e.g., NFI for aquaculture monitoring methodologies
BE4	Articulate global leadership on urban agrifood systems, leveraging cross-sectoral knowledge	Global coordination capacity, with ability to coordinate urban agrifood system initiatives both across HQ teams and with decentralised offices	ESF, with links to NFI, NSP, NFO, ESN, EST, OCB, ESP and RO
	Provide technical advisory support on urban agrifood systems and develop urban agrifood normative guidance and projects	Efficient access to multidisciplinary expertise related to urban agrifood systems for specific projects or government requests	ESF, with links to NFI, NSP, NFO, ESN, EST, OCB, ESP
BL3	Design effective response and recovery programmes that are targeted, realistic in field contexts, and take a people-centred approach	Ability for decentralised offices to rapidly access technical knowledge that exists at HQ across various divisions	NSA, NFI, NSP, NSL, ESN, NFO
BL4	Coordinate expertise across FAO to mitigate multi-risk and increase resilience in agrifood systems	Aggregate expertise across sectors (e.g., climate risk, food security risk, animal health risk, etc) to contribute to holistic multi-risk governance	OER, aggregating expertise from ESA, ESF, ESN, ESP, EST, NFI, NFO, NSA, NSL, NSP, OCB
	Assess the impact of nature-based solutions / ecosystem-based approaches on climate risk and vulnerability within agrifood systems	Expertise in assessing the impact of nature-based solutions / ecosystem-based approaches on climate risk and vulnerability across sectors	OCB; relevant production divisions – NFI, NFO, NSA, NSP; and ESP for household-level impacts
		Scientific expertise, to synthesise scientific evidence on the benefits of nature-based solutions / ecosystem-based approaches for resilience to use in advocacy and awareness raising, including a landscape / seascape approach	OCB; relevant production divisions – NFI, NFO, NSA, NSP; and ESP for household-level impacts
BL6	Conduct investment opportunity studies that leverage multi-disciplinary expertise across investment, agriculture, and socioeconomic impact	Leverage interdisciplinary teams for investment studies, bringing expertise in sectors (e.g., Ag-Tech), modelling (e.g., climate risk modelling), and investment (e.g., investment structuring), both from in-house as well as external expertise as needed	CFI, PSU, Economic and Social Development Divisions, Natural Resource and Sustainable Production Divisions

NSA

PPA	Identified need	Expertise requirement	Location
BP1	Assess the impact and cost-effectiveness of adoption of new technologies	Expertise in quantitative impact analysis, including monitoring impact and efficiency of new technologies	RO/SRO; NSP, NSL, NSA, NFI, NFO and ESS
		Economic analysis expertise, to study economic impact of new production technologies	ESA, together with production Divisions
	Provide guidance on mechanization interventions that are appropriate for a given context to policymakers, investors, and farmers	Knowledge of recent mechanical innovations (including automation) across production sectors and terrains (including forests) to backstop country projects	NSP, NFO, NFI, NSA, NSL
		Expertise in new mechanical advances (e.g., automation, drones)	NSP, NSA, NFI, NFO, NSL, OIN
		Knowledge of innovations for livestock production, including post-harvesting and processing technologies and milking machines	NSA; RO/SRO with high levels of animal production
		Expertise in sustainable livestock transformation, including emissions reduction (e.g., through feed-related innovations) and biodiversity loss	NSA
BP3	Support disease detection, surveillance, and monitoring	Expertise in animal and aquatic disease diagnostics, including laboratory and vaccine infrastructure and networks	NSA, NFI, RO
		Community pest and disease surveillance expertise, including crowd-sourcing and citizens science	RO, NSA, NSP, NFO, NFI
		Expertise in the use of AI and emerging technologies for disease surveillance	OIN, NSA, NSP, NFO, NFI
		Expertise in use of weather and climate information (including forecast data), satellite technology, and spatial analysis in monitoring and prediction of APPDs as part of EWS	NSA, NSP, NFO, NFI
	Assess and communicate risk of APPDs and potential impact of EWS and interventions to high-level decision makers	Animal health expertise, including zoonotic disease, transboundary animal diseases, wildlife health, and animal welfare	NSA, RLC
		Ecosystem health expertise, specialised in the Human Animal Plant Environment interface	NSA, NSP, NSL, NFO, NFI
		Risk modelling expertise for APPDs including use of disease surveillance and proxy data, and ability to leverage AI and Big Data	ESA, OER, NSA, NFO, NSP, NFI
		Expertise in economic cost-benefit analysis on APPDs and return on investment for early warning	NSA, NSP, NFO, NFI, with strong links to RO, CO
	Support Members to effectively communicate risk and necessary actions to producers and impacted populations	Risk communication expertise for high-level decision makers	RO, CO, supported by OCC, OER, NSP, NSA, NFO, NFI
		Expertise in translating early warning information into actionable recommendations for farmers, retailers, and consumers	RO, CO, with support from, NSP, NSA, NFO, NFI
BP4	Support collection and collation of data on small-scale producers, including advising on resource administration and information systems	Expertise on types of resource use to support development of both global and local classifications and typologies	ESP, with links to NFI, NSL, NSA, NSP, NFO

	Advise governments on policies to improve resource access for small-scale producers	Water tenure expertise, including legal and social aspects	ESP, with links to NSL, NSA, NSP, NFI and capacity to support RO, CO
		Expertise on water access rights for pastoralist communities	NSA, NSL, with capacity to support RNE
BN1	Promote healthy diets and advise on nutrition guidelines and plans that cut across sectors and the agricultural value chain	Knowledge of nutrition across production sectors at HQ to promote nutrition-sensitive agriculture across the value chain, and ensure that this guidance is in line with FAO definitions of a healthy diet	ESN to closely coordinate with NSP, NSA, NFI
		Animal protein expertise	NSA
BN3	Provide technical support on food safety implementation from both HQ and decentralised offices	Animal food safety expertise, to support decentralised offices with high volume of requests in this area	NSA
BE1	Serve as an authoritative voice and convenor on the latest science, data, and evidence on climate change mitigation and adaptation in food and agriculture	Climate expertise across sectors and scientific areas, including carbon sequestration, agroforestry adaptation, sustainable livestock, methane, soil and water pollution, re-carbonisation of agricultural soils, adaptation of agricultural waters, climate resilient seed varieties, climate impact on micronutrients, and climate-smart aquaculture	Sustainable livestock (NSA) – see BP1 Methane (OCB, NSP, NSA)
BE2	Provide technical guidance on precision biotechnologies and frugal bioinnovations	Expertise in nutrient-recycling of animal production	NSA
	Evaluate long term suitability of bioinnovations for specific contexts to advise Members on bioinnovation deployment	Access to expertise on specific bioeconomy processes (e.g., biocatalysis, genetic synthetic biology, microbial fermentation)	RO, CO with support from OCB, NSP, NSA, ESF
BL1	Provide technical assistance on gender transformative approaches across work on agrifood systems	Opportunities for staff to gain experience and upskill in gender transformative approaches	ESP to support CO, RO, NSA, NSP, ESN, ESF
BL3	Design effective response and recovery programmes that are targeted, realistic in field contexts, and take a people-centred approach	Ability for decentralised offices to rapidly access technical knowledge that exists at HQ across various divisions (e.g., animal vaccine expertise, animal health) both to input into programme design and to support technical clearances for procurement	NSA, NFI, NSP, NSL, ESN, NFO
BL4	Coordinate expertise across FAO to mitigate multi-risk and increase resilience in agrifood systems	Aggregate expertise across sectors (e.g., climate risk, food security risk, animal health risk, etc) to contribute to holistic multi-risk governance	OER, aggregating expertise from ESA, ESF, ESN, ESP, EST, NFI, NFO, NSA, NSL, NSP, OCB
	Assess the impact of nature-based solutions / ecosystem-based approaches on climate risk and vulnerability within agrifood systems	Expertise in assessing the impact of nature-based solutions / ecosystem-based approaches on climate risk and vulnerability across sectors	OCB; relevant production divisions – NFI, NFO, NSA, NSP; and ESP for household-level impacts
		Scientific expertise, to synthesise scientific evidence on the benefits of nature-based solutions / ecosystem-based approaches for resilience to use in advocacy and awareness raising, including a landscape / seascape approach	OCB; relevant production divisions – NFI, NFO, NSA, NSP; and ESP for household-level impacts
BL6	Conduct investment opportunity studies that leverage multi-disciplinary expertise across investment, agriculture, and socioeconomic impact	Leverage interdisciplinary teams for investment studies, bringing expertise in sectors (e.g., Ag-Tech), modelling (e.g., climate risk modelling), and investment (e.g., investment structuring), both from in-house as well as external expertise as needed	CFI, PSU, Economic and Social Development Divisions, Natural Resource and Sustainable Production Divisions

NSL

PPA	Identified need	Expertise requirement	Location
BP1	Assess the impact and cost-effectiveness of adoption of new technologies	Expertise in quantitative impact analysis, including monitoring impact and efficiency of new technologies	RO/SRO; NSP, NSL, NSA, NFI, NFO and ESS
		Economic analysis expertise, to study economic impact of new production technologies	ESA, together with production Divisions
	Provide guidance on mechanization interventions that are appropriate for a given context to policymakers, investors, and farmers	Knowledge of recent mechanical innovations (including automation) across production sectors and terrains (including forests) to backstop country projects	NSP, NFO, NFI, NSA, NSL
		Expertise in new mechanical advances (e.g., automation, drones)	NSP, NSA, NFI, NFO, NSL, OIN
	Provide guidance on soil and water management innovations	Green water management expertise (e.g., rainfall, soil moisture)	NSL
BP2	Support aquaculture production through the provision of specialist technical expertise	Expertise in land and water management, incl. water safety	NSL
BP3	Assess and communicate risk of APPDs and potential impact of EWS and interventions to high-level decision makers	Soil pollution expertise with capacity to work with existing water pollution expertise to build EWS for water and soil health	NSL
		Ecosystem health expertise, specialised in the Human Animal Plant Environment interface	NSA, NSP, NSL, NFO, NFI
BP4	Support collection and collation of data on small-scale producers, including advising on resource administration and information systems	Capacity to create coherent frameworks and methodological guidance on registry development	ESP, with links to other divisions working on registries OER, NFI, NSL, PSUI, ESP
		Expertise on the design of inclusive registries	ESP, with links to other divisions working on registries OER, NFI, NSL, PSUF
		Expertise on types of resource use to support development of both global and local classifications and typologies	ESP, with links to NFI, NSL, NSA, NSP, NFO
	Advise governments on policies to improve resource access for small-scale producers	Water tenure expertise, including legal and social aspects	ESP, with links to NSL, NSA, NSP, NFI and capacity to support RO, CO
		Expertise on water access rights for pastoralist communities	NSA, NSL, with capacity to support RNE
BE1	Serve as an authoritative voice and convenor on the latest science, data, and evidence on climate change mitigation and adaptation in food and agriculture	Climate expertise across sectors and scientific areas, including carbon sequestration, agroforestry adaptation, sustainable livestock, methane, soil and water pollution, re-carbonisation of agricultural soils, adaptation of agricultural waters, climate resilient seed varieties, climate impact on micronutrients, and climate-smart aquaculture	Carbon sequestration (NSP, NFO, NSL, NFI, OCB) Soil and water pollution (NSL) Re-carbonisation of agricultural soils (NSL, OCB) Adaptation of agricultural waters (NSL, OCB)
BE3	Provide technical support in key restoration areas	Expertise in the link between water management and restoration to build climate resilience	NSL
		Expertise in drylands restoration	NSL

		Expertise in cropland management, degradation, and restoration	NSL
BL3	Design effective response and recovery programmes that are targeted, realistic in field contexts, and take a people-centred approach	Ability for decentralised offices to rapidly access technical knowledge that exists at HQ across various divisions (e.g., on irrigation)	NSA, NFI, NSP, NSL, ESN, NFO
BL4	Coordinate expertise across FAO to mitigate multi-risk and increase resilience in agrifood systems	Aggregate expertise across sectors (e.g., climate risk, food security risk, animal health risk, etc) to contribute to holistic multi-risk governance	OER, aggregating expertise from ESA, ESF, ESN, ESP, EST, NFI, NFO, NSA, NSL, NSP, OCB
BL6	Conduct investment opportunity studies that leverage multi-disciplinary expertise across investment, agriculture, and socioeconomic impact	Leverage interdisciplinary teams for investment studies, bringing expertise in sectors (e.g., Ag-Tech), modelling (e.g., climate risk modelling), and investment (e.g., investment structuring), both from in-house as well as external expertise as needed	CFI, PSU, Economic and Social Development Divisions, Natural Resource and Sustainable Production Divisions

NSP

PPA	Identified need	Expertise requirement	Location
BP1	Assess the impact and cost-effectiveness of adoption of new technologies	Expertise in quantitative impact analysis, including monitoring impact and efficiency of new technologies	RO/SRO; NSP, NSL, NSA, NFI, NFO and ESS
		Economic analysis expertise, to study economic impact of new production technologies	ESA, together with Production Divisions
	Provide guidance on mechanization interventions that are appropriate for a given context to policymakers, investors, and farmers	Knowledge of recent mechanical innovations (including automation) across production sectors and terrains (including forests) to backstop country projects	NSP, NFO, NFI, NSA, NSL
		Expertise in new mechanical advances (e.g., automation, drones)	NSP, NSA, NFI, NFO, NSL, OIN
	Provide advice on seed systems	Expertise in integrated seed systems, with capacity to respond to high volume of requests and build capacity of national counterparts across the whole system	NSP
		Experience in seed production, processing, quality assurance and enterprise support to enable implementation	NSP
BP3	Support disease detection, surveillance, and monitoring	Expertise in upstream elements of seed production, including varieties development and gene banks	NSP
		Community pest and disease surveillance expertise, including crowd-sourcing and citizens science	RO, NSA, NSP, NFO, NFI
		Expertise in the use of AI and emerging technologies for disease surveillance	OIN, NSA, NSP, NFO, NFI
	Assess and communicate risk of APPDs and potential impact of EWS and interventions to high-level decision makers	Expertise in use of weather and climate information (including forecast data), satellite technology, and spatial analysis in monitoring and prediction of APPDs as part of EWS	NSA, NSP, NFO, NFI
		Ecosystem health expertise, specialised in the Human Animal Plant Environment interface	NSA, NSP, NSL, NFO, NFI
		Risk modelling expertise for APPDs including use of disease surveillance and proxy data, and ability to leverage AI and Big Data	ESA, OER, NSA, NFO, NSP, NFI

		Expertise in economic cost-benefit analysis on APPDs and return on investment for early warning	NSA, NSP, NFO, NFI, with strong links to RO, CO
		Risk communication expertise for high-level decision makers	RO, CO, supported by OCC, OER, NSP, NSA, NFO, NFI
	Support Members to effectively communicate risk and necessary actions to producers and impacted populations	Expertise in translating early warning information into actionable recommendations for farmers, retailers, and consumers	RO, CO, with support from, NSP, NSA, NFO, NFI
BP4	Support collection and collation of data on small-scale producers, including advising on resource administration and information systems	Expertise on types of resource use to support development of both global and local classifications and typologies	ESP, with links to NFI, NSL, NSA, NSP, NFO
	Advise governments on policies to improve resource access for small-scale producers	Water tenure expertise, including legal and social aspects	ESP, with links to NSL, NSA, NSP, NFI and capacity to support RO, CO
BN1	Promote healthy diets and advise on nutrition guidelines and plans that cut across sectors and the agricultural value chain	Knowledge of nutrition across production sectors at HQ to promote nutrition-sensitive agriculture across the value chain, and ensure that this guidance is in line with FAO definitions of a healthy diet	ESN to closely coordinate with NSP, NSA, NFI
		Diversification of crop production systems and the inclusion of nutrition dense crop varieties	NSP
BN5	Promote regulatory cooperation on trade	Capacity to maintain the e-Phyto Solution and support uptake via capacity building efforts	NSP/IPPC Secretariat
BE1	Serve as an authoritative voice and convenor on the latest science, data, and evidence on climate change mitigation and adaptation in food and agriculture	Climate expertise across sectors and scientific areas, including carbon sequestration, agroforestry adaptation, sustainable livestock, methane, soil and water pollution, re-carbonisation of agricultural soils, adaptation of agricultural waters, climate resilient seed varieties, climate impact on micronutrients, and climate-smart aquaculture	Carbon sequestration (NSP, NFO, NSL, NFI, OCB) Methane (OCB, NSP, NSA) Climate resilient seed varieties (NSP) – see BP1
BE2	Provide technical guidance on precision biotechnologies and frugal bioinnovations	Knowledge of molecular breeding, including genomic tools and techniques to accelerate crop and livestock improvement and resilience	NSP, Chief Scientist Office
	Collect, collate, and publish data on the scale and composition of bioeconomies and their impact	Data collection expertise on bioresource production and consumption (e.g., by small scale fisheries), including measuring uptake of bioinnovations and the economic, social, and environmental impact of national bioeconomies	NSP, NFO, NFI, OCB, ESA
	Evaluate long term suitability of bioinnovations for specific contexts to advise Members on bioinnovation deployment	Access to expertise on specific bioeconomy processes (e.g., bio-catalysis, genetic synthetic biology, microbial fermentation)	RO, CO with support from OCB, NSP, NSA, ESF
	bioinnovation deployment	Stronger partnerships with external partners (e.g., academia, private sector, CGIAR)	RO, OCB, ESA, NSP, and PSU
BE4	Articulate global leadership on urban agrifood systems, leveraging cross-sectoral knowledge	Global coordination capacity, with ability to coordinate urban agrifood system initiatives both across HQ teams and with decentralised offices	ESF, with links to NFI, NSP, NFO, ESN, EST, OCB, ESP and RO
	Provide technical advisory support on urban agrifood systems and develop urban agrifood normative guidance and projects	Efficient access to multidisciplinary expertise related to urban agrifood systems for specific projects or government requests	ESF, with links to NFI, NSP, NFO, ESN, EST, OCB, ESP

BL1	Provide technical assistance on gender transformative approaches across work on agrifood systems	Opportunities for staff to gain experience and upskill in gender transformative approaches	ESP to support CO, RO, NSA, NSP, ESN, ESF
BL3	Design effective response and recovery programmes that are targeted, realistic in field contexts, and take a people-centred approach	Ability for decentralised offices to rapidly access technical knowledge that exists at HQ across various divisions (e.g., to backstop seed procurement decisions)	NSA, NFI, NSP, NSL, ESN, NFO
BL4	Coordinate expertise across FAO to mitigate multi-risk and increase resilience in agrifood systems	Aggregate expertise across sectors (e.g., climate risk, food security risk, animal health risk, etc) to contribute to holistic multi-risk governance	OER, aggregating expertise from ESA, ESF, ESN, ESP, EST, NFI, NFO, NSA, NSL, NSP, OCB
	Assess the impact of nature-based solutions / ecosystem-based approaches on climate risk and vulnerability within agrifood systems	Expertise in assessing the impact of nature-based solutions / ecosystem-based approaches on climate risk and vulnerability across sectors	OCB; relevant production divisions – NFI, NFO, NSA, NSP; and ESP for household-level impacts
	Assess the impact of nature-based solutions / ecosystem-based approaches on climate risk and vulnerability within agrifood systems	Scientific expertise, to synthesise scientific evidence on the benefits of nature-based solutions / ecosystem-based approaches for resilience to use in advocacy and awareness raising, including a landscape / seascape approach	OCB; relevant production divisions – NFI, NFO, NSA, NSP; and ESP for household-level impacts
BL6	Conduct investment opportunity studies that leverage multi-disciplinary expertise across investment, agriculture, and socioeconomic impact	Leverage interdisciplinary teams for investment studies, bringing expertise in sectors (e.g., Ag-Tech), modelling (e.g., climate risk modelling), and investment (e.g., investment structuring), both from in-house as well as external expertise as needed	CFI, PSU, Economic and Social Development Divisions, Natural Resource and Sustainable Production Divisions

OCB

PPA	Identified need	Expertise requirement	Location
BP2	Reduce the negative environmental impacts of aquaculture in countries with high levels of aquaculture production	Expertise in climate-smart aquaculture	NFI, OCB
BNI	Promote healthy diets and advise on nutrition guidelines and plans that cut across sectors and the agricultural value chain.	Expertise on biodiversity impacts on nutrition	ESN
BE1	Serve as an authoritative voice and convenor on the latest science, data, and evidence on climate change mitigation and adaptation in food and agriculture	Stronger networks and partnerships with leading climate science institutions (e.g., IPCC, academic institutions) to access scientific expertise, data, and best practice – including research institutions based in the Global South	OCB, with support from PSU
	Translate scientific data and evidence for use in national policy decision-making	Climate science expertise, to offer science-based tools, frameworks, methodologies, data, and evidence-driven analysis in support of policy development at the country level, including in alignment with country obligations and planning processes in the international climate and biodiversity conventions – e.g., UNFCCC, CBD	OCB, in coordination with RO, CO
		Climate-related expertise at the regional and country level, supported by global knowledge sharing from HQ	RO, CO, with support from OCB

		Stakeholder engagement expertise, to engage various actors to establish policy instruments, strategies, and plans that can support translation of science into policy at the country level – including with other government actors beyond Ministries of Agriculture	OCB, in coordination with RO, CO
		Climate science communications expertise	OCB, with support from OCC, Chief Scientist Office
		Quantitative analysis expertise, to conduct cost-benefit assessments and reviews of different climate policy options	OCB, supported by ESS
	Coordinate FAO's work on climate change to bring multidisciplinary scientific expertise to decision-making on policy	Capacity to coordinate across topics related to climate change mitigation, adaptation, resilience, and loss and damage within agrifood systems, to coordinate climate-related work by production divisions as well as divisions in the economic and social development stream	OCB
		Capacity to support and address country requests on science-based integrated climate solutions in agriculture and food systems, connecting to different areas of HQ or external partners' expertise as needed, including through joint programmes and value addition	RO, with support from OCB
BE2	Promote stronger understanding of bioinnovations and their benefits, including sustainability	Knowledge of bioeconomy principles and high potential bioinnovations for different contexts	RO, CO, supported by OCB, Chief Scientist Office
		Expertise in science-led, neutral communication on biotechnology, focused on collation of best practices, standards, and case studies for biotechnology use	OCB, ESA, Chief Scientist Office
	Collect, collate, and publish data on the scale and composition of bioeconomies and their impact	Data collection expertise on bioresource production and consumption (e.g., by small scale fisheries), including measuring uptake of bioinnovations and the economic, social, and environmental impact of national bioeconomies	NSP, NFO, NFI, OCB, ESA
		Data management and presentation expertise to support creation of country-specific bioeconomy insights (e.g., national bioeconomy profiles)	OCB, ESA
		Monitoring and evaluation capacity for bioinnovation projects	RO, CO, with support from OCB, ESA
	Evaluate long term suitability of bioinnovations for specific contexts to advise Members on bioinnovation deployment	Creation of frameworks to model and evaluate potential long-term impact of different bioinnovations	OCB, OIN, ESA, ESF Foresight Team
		Access to expertise on specific bioeconomy processes (e.g., bio-catalysis, genetic synthetic biology, microbial fermentation)	RO, CO with support from OCB, NSP, NSA, ESF
		Stronger partnerships with external partners (e.g., academia, private sector, CGIAR)	RO, OCB, ESA, NSP, and PSU
BE3	Analyse the cost and benefits of biodiversity and restoration – both in terms of agricultural and economic impact	Cost-benefit and quantitative impact analysis focused on biodiversity and restoration (e.g., impact of pollinators on crop production system)	OCB or within specific production divisions as needed; RO – in regions with large biodiversity programmes, i.e., RLC, RAP, RAF
		Skills and capacity to conduct economic analysis focused on BE3, including capacity for data collection and management of large databases	ESA/OCB, RO - in regions with largest programmes

	Regional biodiversity management and restoration	Knowledge sharing on biodiversity integration via best practices, instruments, policies and country experience	RO, with support from OCB/NFO
	Set and implement standards for ecosystem monitoring	Expertise on indicators and methodologies for monitoring ecosystem restoration	OCB, NFO or within specific production divisions depending on need - e.g., NFI for aquaculture monitoring methodologies
	Engage in policy dialogue on restoration and biodiversity management	Policy expertise to support the inclusion of biodiversity and restoration policy across sectors (crops, fisheries, forestry, and livestock)	OCB
BE4	Articulate global leadership on urban agrifood systems, leveraging cross-sectoral knowledge	Global coordination capacity, with ability to coordinate urban agrifood system initiatives both across HQ teams and with decentralised offices	ESF, with links to NFI, NSP, NFO, ESN, EST, OCB, ESP and RO
	Provide technical advisory support on urban agrifood systems and develop urban agrifood normative guidance and projects	Efficient access to multidisciplinary expertise related to urban agrifood systems for specific projects or government requests	ESF, with links to NFI, NSP, NFO, ESN, EST, OCB, ESP
BL4	Coordinate expertise across FAO to mitigate multi-risk and increase resilience in agrifood systems	Aggregate expertise across sectors (e.g., climate risk, food security risk, animal health risk, etc) to contribute to holistic multi-risk governance	OER, aggregating expertise from ESA, ESF, ESN, ESP, EST, NFI, NFO, NSA, NSL, NSP, OCB
	Assess the impact of nature-based solutions / ecosystem-based approaches on climate risk and vulnerability within agrifood systems	Expertise in assessing the impact of nature-based solutions / ecosystem-based approaches on climate risk and vulnerability across sectors	OCB; relevant production divisions – NFI, NFO, NSA, NSP; and ESP for household-level impacts
	Assess the impact of nature-based solutions / ecosystem-based approaches on climate risk and vulnerability within agrifood systems	Scientific expertise, to synthesise scientific evidence on the benefits of nature-based solutions / ecosystem-based approaches for resilience to use in advocacy and awareness raising, including a landscape / seascape approach	OCB; relevant production divisions – NFI, NFO, NSA, NSP; and ESP for household-level impacts
		Awareness of which nature-based solutions / ecosystem-based approaches have the most potential to improve the resilience of agrifood systems in a given country	RO, CO, with support from OCB
	Analyse resilience in agrifood value chains to inform measures aimed at building systemic resilience	Economists, to incorporate multiple risks in economic modelling work conducted at FAO, and to be able to analyse resilience across the full agrifood value chain	ESA, ESF, OCB, OER
BL6	Advise on innovative investment models, especially models which combine public and private investment	Carbon markets expertise	CFI, OCB, RO

OER

PPA	Identified need	Expertise requirement	Location
BP3	Assess and communicate risk of APPDs and potential impact of EWS and interventions to high-level decision makers	Risk modelling expertise for APPDs including use of disease surveillance and proxy data, and ability to leverage AI and Big Data	ESA, OER, NSA, NFO, NSP, NFI
		Risk communication expertise for high-level decision makers	RO, CO, supported by OCC, OER, NSP, NSA, NFO, NFI
	Support Members to effectively communicate risk and necessary actions to producers and impacted populations	Expertise on digital tools for nationwide dissemination of urgent information	OER, OIN with training for CO
		Behavioural science expertise to advise on which methods of risk communication drive action	OIN, OER

BP4	Support collection and collation of data on small-scale producers, including advising on resource administration and information systems	Capacity to create coherent frameworks and methodological guidance on registry development	ESP, with links to other divisions working on registries OER, NFI, NSL, PSUI, ESP
		Expertise on the design of inclusive registries	ESP, with links to other divisions working on registries OER, NFI, NSL, PSUF
	Advise on agrarian reform and land reform, including redistributive reform	Conflict resolution expertise, including traditional and alternative conflict resolution systems	PSUI, OER, ESP
BN2	Support the collection of relevant nutritional data, including in resource constrained environments	Coordination across agencies collecting data on food security (e.g., FAO, IOM, UNICEF, WFP, WHO) in crisis settings – e.g., via taskforces or other mechanisms	ESN, OER
BL3	Design effective response and recovery programmes that are targeted, realistic in field contexts, and take a people-centred approach	Skills in people-centred, protective, and inclusive approaches to emergencies programme design – including identifying strong local community partners, knowledge on how to actively consider needs of gender, youth, and displaced people in programming, and expertise in community level resilience building	OER; RO with large emergencies portfolios - i.e., RAP, RAF, RNE, RLC; CO – In countries with active emergency programmes, e.g., Yemen, Angola, Somalia
BL4	Coordinate expertise across FAO to mitigate multi-risk and increase resilience in agrifood systems	Aggregate expertise across sectors (e.g., climate risk, food security risk, animal health risk, etc) to contribute to holistic multi-risk governance	OER, aggregating expertise from ESA, ESF, ESN, ESP, EST, NFI, NFO, NSA, NSL, NSP, OCB
	Analyse resilience in agrifood value chains to inform measures aimed at building systemic resilience	Economists, to incorporate multiple risks in economic modelling work conducted at FAO, and to be able to analyse resilience across the full agrifood value chain	ESA, ESF, OCB, OER

OIN

PPA	Identified need	Expertise requirement	Location
BP1	Provide guidance on mechanization interventions that are appropriate for a given context to policymakers, investors, and farmers	Expertise in new mechanical advances (e.g., automation, drones)	NSP, NSA, NFI, NFO, NSL, OIN
	Support extension services that promote technology uptake	Partnerships with actors creating AI and tech-enabled extension services	OIN
	Use behavioural change expertise to incentivise adoption of new technologies	Behaviour change policy expertise, especially to study uptake barriers in low-resource settings where innovation uptake is low	OIN, ESA, RO/SRO
	Support formulation of policies that promote the development of innovative technologies in agricultural production	Expertise in developing policies that support innovation	RO/SRO, with support from OIN, ESA
BP3	Support disease detection, surveillance, and monitoring	Expertise in the use of AI and emerging technologies for disease surveillance	OIN, NSA, NSP, NFO, NFI
	Support Members to effectively communicate risk and necessary actions to producers and impacted populations	Expertise on digital tools for nationwide dissemination of urgent information	OER, OIN with training for CO
		Behavioural science expertise to advise on which methods of risk communication drive action	OIN, OER

BP5	Share knowledge and use cases on digital technologies in food and agricultural production and early warning	Capacity to scale up the Science Technology Innovation Portal (STI) /Agrifood systems Technologies and Innovations Outlook (ATIO), including integration with other sites (e.g. AgriTechObservatory,, DVI Knowledge Exchange, DigitalAgriHub) to cover tools created by FAO, partners (e.g., IFAD, WB) and the private sector	OIN, CSI
		Knowledge of digital agriculture ecosystems and the landscape of potential solutions to better respond to country requests	CO, RO, with support from OIN
		Capacity to rapidly and flexibly bring in expertise on the latest digital advancements at the regional and country level	CO, RO with support from OIN, PSU
		Capacity to align taxonomies and common frameworks to create internal consensus	OIN
		Close coordination between colleagues working on Digital Agriculture (BP5) and Small-scale producers (BP4) to support digital inclusion of small-scale producers	OIN, ESP
	Advise countries on prioritization of digital agriculture solutions based on impact potential and sustainability	Frameworks for categorizing and assessing digital agriculture solutions for different contexts	OIN
		Systems expertise to assess country specific impact potential and sustainability of new digital agriculture solutions	OIN, RO
		Capacity to provide country-level guidance and support the development of national digital agriculture strategies	RO, CO with support from OIN, CSI
	Support the integration of AI within agrifood systems	AI strategy expertise, to define FAO's strategic positioning to support on AI and coordinate with other agriculture ecosystem actors (e.g., CGIAR) to avoid duplications	OIN
		Strategic partnerships with actors leading in the space of AI for agrifood systems (including in the private sector)	OIN, PSU
		Expertise in AI applications for agrifood systems, to explore need for global standards, best practices, and provide guidance to countries (e.g., AI roadmaps)	OIN, RO
		Data architecture expertise, to ensure that FAO public datasets AI-ready (i.e., machine-readable and interoperable) to maximise their utility to external partners	ESS, OIN
	Support governments to scale uptake of digital technology solutions, including through private sector partnerships	Knowledge of scaling frameworks (incl. resource mobilization approaches, private sector engagement strategies)	RO, CO, with support from OIN, CSI, CFI, PSU
		Expertise in identifying digital agriculture investment opportunities and investment case preparation	RO, CO, with support from CFI and OIN
		Expertise public-private partnerships (PPPs) to scale digital agriculture solutions	PSU, OIN, CFI, RO
	Improve the data architecture of early warning systems to allow for integrated analysis	Data architecture expertise to connect and digitise different EWS	ESS, OIN, CSI

BN3	Conduct effective communication of food safety risks at the country level	Behavioural science experts, to inform effective design of food safety risk communication	ESF, OIN
BN4	Evaluate the potential of FLW reduction technologies across the food value chain	Knowledge of and capacity to holistically and comparatively evaluate technologies which can be leveraged to reduce FLW, including in low-resource settings	ESF, OIN, RO
	Support Members to conduct effective advocacy and awareness raising on FLW reduction	Behavioural change expertise focused on FLW reduction	ESF, OIN, CSL
BN5	Advise on digital technologies for trade	Expertise in digital technologies for trade (e.g., AI, IoT, Blockchain technology, digital payments, e-commerce platforms, trade finance technology, and smart ports)	EST, OIN, with capacity to support RO, CO
BE2	Evaluate long term suitability of bioinnovations for specific contexts to advise Members on bioinnovation deployment	Creation of frameworks to model and evaluate potential long-term impact of different bioinnovations	OCB, OIN, ESA, ESF Foresight Team
BL2	Mainstream digitisation and technological solutions within rural empowerment and inclusion	Expertise in how to use digitisation and technological solutions to boost rural empowerment efforts	ESP, OIN

ANNEX III: SUMMARY OF METHODOLOGY AND INPUTS

The methodology combines internal and external surveys, interviews, focus groups, and structured workshops to map capacity, identify gaps, and determine expertise needs.

The methodology included three key steps for each PPA:

1. **Map Current Capacity:** Gain insight into the human resources contributing to the PPA by location, seniority, and contract type
 - The number of full-time equivalents (FTE) was estimated for professional posts and affiliate workforce per PPA, encompassing all FAO professional posts (including vacant posts) budgeted in the FAO 2024-25 Programme of Work and Budget (PWB) and affiliate workforce as per the list in August 2024. This includes FTE funded from Regular Budget and Voluntary Contributions.
2. **Identify Technical Capacity Trends, Strengths and Gaps:** Gain insight into technical capacity trends, strengths and gaps for each PPA through a combination of internal and external perspectives.
 - **Internal perspectives** on strengths, gaps, and trends
 - **Interviews with Directors, Regional Representatives, FAORs, and other technical leads** (70 interviewees across all PPAs)
 - **Focus groups with PPA leads, co-leads, and regional focal points** (140 staff consultations across all PPAs)
 - **Internal survey per PPA** shared to all unit leads contributing to the PPA
 - The survey included qualitative and quantitative questions about the organisational unit's technical capacity to deliver the PPA by KTC, Core Function, Cross-Cutting Theme, Accelerator and Investment Programming
 - Across all the PPAs, **755** detailed survey responses were received covering **96 organisational units** (24 HQ units and 72 decentralised units submitted at least one PPA survey)
 - For each PPA, survey responses were estimated to cover **between 30%-60%** of FTE contributing to each of the PPA
 - **External perspectives** on strengths, gaps, and trends
 - **2023 External Stakeholder Survey** conducted by OSP in 2023. There were 3,287 respondents across all regions, covering governments, NGO/CSOs, academics, other UN agencies, the private sector, resource partners/donors, financing institutions, and other external stakeholders.
 - **10 interviews with senior external stakeholders** from CGIAR, WTO, IFAD, Gates Foundation, Convention on Biological Diversity, BGI group, Chinese Academy of Agricultural Sciences, Cornell University's College of Agriculture and Life Sciences, and MS Swaminathan Research Foundation.
3. **Expertise requirements:** Determine expertise requirements for prioritised technical capacity gaps
 - For each PPA, a "deep dive" area was prioritised jointly with the PPA leadership based on technical capacity gaps that had emerged, which were both of high importance to the delivery of the PPA as well as insufficiently capacitated
 - A "deep dive" workshop was conducted with 7-15 key personnel contributing to the PPA with a strong understanding of the identified gap, from both headquarter and decentralised units, to define the expertise requirements needed and consider possible locations (e.g., office, division) where that expertise should be housed
 - Across all the PPAs, **231 people attended the deep dive workshops**

For more information on the methodology and a full list of data inputs used, please see the individual PPA reports.

ANNEX IV: ACRONYMS

Acronym	Definition
ADG	Assistant Director General
AI	Artificial Intelligence
AMR	Antimicrobial Resistance
APPD	Animal Plant Pests and Diseases
ASTI	Agricultural Science and Technology Indicators programme
BE	Better Environment
BL	Better Life
BN	Better Nutrition
BP	Better Production
CF	Core Function
CFI	FAO Investment Centre
CJN	Joint FAO/IAEA Centre (Nuclear Techniques in Food and Agriculture)
CJW	Joint FAO/WHO Centre (CODEX Food Standards and One Health)
CO	Country Office
COP	Conference of the Parties
CSI	Digital FAO and Agro-informatics Division
DDG	Deputy Director General
DO	Decentralised Office
EIB	European Investment Bank
ESA	Agrifood Economics and Policy Division
ESF	Agrifood Systems and Food Safety Division
ESG	Environmental, Social, and Governance
ESN	Food and Nutrition Division
ESP	Rural Transformation and Gender Equality Division
ESS	Statistics Division
EST	Markets and Trade Division
EWS	Early Warning System
FAOR	FAO Representative
FLW	Food Loss and Waste
FTE	Full-time Equivalent
GCF	Green Climate Fund
GEF	Global Environment Facility
GNSS	Global Navigation Satellite System
GTA	Gender Transformative Approaches
HQ	Headquarters
ICT	Information and Communication Technology
IFAD	International Fund for Agricultural Development
IOM	International Organisation for Migration
IPC	Integrated Food Security Phase Classification
IPPC	International Plant Protection Convention
KTC	Key Thematic Component
LEG	Legal Office
MEL	Monitoring Evaluation and Learning
ML	Machine Learning
NAP	National Action Plan
NDC	Nationally Determined Contribution
NFI	Fisheries and Aquaculture Division
NFO	Forestry Division
NGO	Non-Governmental Organisation

NSA	Animal Production and Health Division
NSL	Land and Water Division
NSP	Plant Production and Protection Division
OCB	Office of Climate Change, Biodiversity and Environment
OER	Office of Emergencies and Resilience
OIN	Office of Innovation
PoC	Proof-of-Concept
PPA	Programme Priority Areas
PPP	Public Private Partnership
PSR	Resource Mobilization Division
PSS	Project Support Division
PSU	Partnerships and UN Collaboration Division
PSUI	Indigenous Peoples Unit
PWB	Programme of Work and Budget
RAF	Regional Office for Africa
RAP	Regional Office for Asia and the Pacific
REDD+	Reducing Emissions from Deforestation and Forest Degradation
REU	Regional Office for Europe and Central Asia
RLC	Regional Office for Latin America and the Caribbean
RNE	Regional Office for the Near East
RO	Regional Office
SMEs	Small and Medium-Sized Enterprises
SOCO	State of Agricultural Commodity Markets Report
SOFA	State of Food and Agriculture Report
SOFI	State of Food Security and Nutrition in the World Report
SRO	Subregional Office
SSC	South-South Cooperation
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UNFCCC	United Nations Framework Convention on Climate Change
UNEP	United Nations Environment Programme
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organisation
UNITAR	United Nations Institute for Training and Research
WB	World Bank
WFP	World Food Programme
WHO	World Health Organisation
WOAH	World Organisation for Animal Health