



Food and Agriculture Organization
of the United Nations

CAPACITY DEVELOPMENT ROADMAP

Promoting healthy diets from sustainable food systems

In support of the implementation of the revised Vision and Strategy for FAO's Work in Nutrition

Version (07/10/2020)

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Abbreviations and acronyms

ADFNS	Africa Day for Food and Nutrition Security
ATFFND	African Task Force for Food and Nutrition Development
AUC	African Union Commission
AUDA-NEPAD	African Union Development Agency
CAADP	Comprehensive Africa Agriculture Development Programme
CSO	civil society organization
DPS	Partnerships and South–South Cooperation Division
ESN	Food and Nutrition Division
FBDGs	food-based dietary guidelines
FIRST	Food and Nutrition Security Impact, Resilience, Sustainability and Transformation
FLW	food loss and waste
FNS	food norms and standards
FSA	food systems assessments
GI	geographical indication
GTAM	Global Technical Assistance Mechanism for Nutrition
HGSF	home-grown school feeding
HIHI	Hand-in-Hand Initiative
HLPE	High Level Panel of Experts on Food Security and Nutrition
ICN2	Second International Conference on Nutrition
IFAD	International Fund for Agricultural Development
IFPRI	International Food Policy Research Institute
M&E	monitoring and evaluation
MDD-W	Minimum Dietary Diversity for Women
MEAL	Monitoring, Evaluation, Accountability and Learning
MLVC	market linkages and value chains
MOOC	massive online open course
MQSUN+	Maximising the Quality of Scaling Up Nutrition Plus
NECA	nutrition education and consumer awareness
NEPAD	New Partnership for Africa’s Development
NFP	Nutrition Focal Point
NSPP	nutrition-sensitive policies and programmes
OCC	Office of Communications
OECD	Organisation for Economic Cooperation and Development
OSD	Office of Support to Decentralization
OSP	Office of Strategy, Planning and Resources Management
PSP	Partnerships Division
PSR	Resource Mobilization and Private Sector Partnerships Division
RNPP	Regional Nutrition Capacity Development and Partnership Platform in Central Asia and the Caucasus
SFN	school food and nutrition
SME	small and medium enterprise
SP	Strategic Programme
SUN	Scaling Up Nutrition
TA	technical assistance
UN CCA	United Nations Common Country Analysis
UNCT	United Nations Country Team
UNICEF	United Nations Children’s Fund
WFP	World Food Programme
WHA	World Health Assembly

1. Background and rationale

This Capacity Development Roadmap responds to key aspects of the global agenda, timeframe and targets for nutrition, including the 2030 Agenda for Sustainable Development, the World Health Assembly (WHA) Global Nutrition Targets 2025, the UN Decade of Action on Nutrition (2016–2025) and the Second International Conference on Nutrition (ICN2). It is also aligned with the forthcoming Voluntary Guidelines on Food Systems and Nutrition of the Committee on World Food Security (CFS), and reflects the importance of food systems in “*promoting healthy diets and preventing all forms of malnutrition*” (FAO’s biennial theme for 2020–2021).

More specifically, the Roadmap was developed to support the implementation of the forthcoming revised and updated **Vision and Strategy for FAO’s Work in Nutrition** (hereafter referred as the revised Nutrition Strategy). As stated in the Strategy, FAO’s vision for nutrition aims for “*a world where all people are eating healthy diets from sustainable food systems*” (FAO, forthcoming, a), and acknowledges eight guiding principles to achieve this goal (see Annex A). In terms of impact, the Strategy aims to ensure that FAO Members and their stakeholders¹ are implementing policies and actions² across food systems that effectively contribute to and enable healthy diets for all, in order to prevent all forms of malnutrition.

As a core function of FAO’s work, **capacity development** is an important part of the revised Nutrition Strategy, with two outcomes specifically focused on enhancing the implementation capacity of FAO Members and their stakeholders to deliver on the above vision. These outcomes indicate the need not only to increase understanding and appreciation of the role of food systems in promoting healthy diets, but also to improve capacities for carrying out the actions necessary to achieving this goal. The capacity areas to be enhanced in order to support the shift to policy implementation demanded by countries range from diagnostics to monitoring and evaluation, and from resource mobilization to setting up institutional frameworks (as detailed in Section 3). Accelerating the delivery of concrete capacity development results will also require acting at scale (FAO, 2019a).

¹ These include agencies across the UN system (including FAO and its staff at all levels), intergovernmental agencies, regional bodies, parliamentarians, local government, civil society and private sector actors, as well as indigenous peoples, small farmers, fisherfolk and other vulnerable and marginalized peoples involved in the production, processing, distribution, trade, marketing, sale and disposal of crops, livestock, forestry, fisheries and aquaculture products in support of healthy diets.

² Policies and actions refer to all policies, laws, practices, investments and innovations.

FAO's corporate vision and definition of capacity development³

Capacity is “the ability of people, organizations and society as a whole to manage their affairs successfully”.

Capacity Development refers to the “process whereby people, organizations and society as a whole unleash, strengthen, create, adapt and maintain capacity over time”.⁴

In FAO's view, capacity development is driven by country actors, consistent with national priorities and the local context, and anchored in national systems and local expertise.

Working in partnerships – a guiding principle in FAO's revised Nutrition Strategy – is essential to the sustainability and uptake of capacity development efforts, given the wide range of subsectors and stakeholders involved in food systems. In this respect, a key challenge is posed by the continuous proliferation of divergent narratives⁵ on food systems and diets, rather than the building of a shared vision through which all involved stakeholders become more aligned, engaged, committed, productive and innovative.⁶ Effective partnership building and/or brokering requires capacities on how to present the available evidence and its quality, how to facilitate multisectoral and multistakeholder policy dialogue to understand trade-offs and leverage synergies, and how to effectively mobilize and use resources for impact. (In this respect, soft skills are key for negotiating and capitalizing on each partner's comparative advantage.) Finally, FAO's mandate in agriculture and food systems will not suffice to tackle malnutrition comprehensively on its own, and should be complemented by the efforts of other partners with leadership in related sectors. Examples of the range of partners to engage with in FAO's capacity work on nutrition are described in Section 3.

FAO's Food and Nutrition Division (ESN) initiated the development of the present Roadmap to accompany the process of revising FAO's Nutrition Strategy, and to support its implementation.

³ As noted in FAO's Corporate Strategy on Capacity Development (FAO, 2010). See Annex A.

⁴ As noted by the Organisation for Economic Cooperation and Development (OECD) Development Assistance Committee (cited in FAO, 2010).

⁵ As promoted by and through various actors, approaches and entities (such as policy initiatives, coordination spaces and knowledge products). Each comes with its own definitions, analytical frameworks and metrics/tools (Béné *et al.*, 2019; Turner *et al.*, 2018).

⁶ For example, in the way a common capacity assessment approach (for nutrition) has been adopted across UN partners, through the UNN Nutrition Capacity Assessment Guidance Package (UN Network, 2016).

2. Methodology

The main information sources and process used in the design of this Roadmap include:

Documentation review. This involved extensive analysis of past and recent reviews of gaps and capacity-related needs in FAO's work in nutrition, including capacity development needs assessments, evaluation reports of capacity development activities, and a stocktaking review (undertaken in December 2019) providing a comprehensive analysis and mapping of nutrition-related resources across ESN and FAO (Lopriore, 2020).⁷

Capacity development guidance. Existing capacity-related guidance in the thematic area of nutrition and food systems was also used and built on to develop the Roadmap. The main sources include the UNN Nutrition Capacity Assessment Guidance Package adopted across UN partners (UN Network, 2016), the Food Security Commitment and Capacity Profile (FAO, 2014) and FAO's corporate capacity development guidance materials and tools (FAO, 2020a).

Focus group discussions. The Food and Nutrition Division held two webinars "Towards a united capacity development strategy for the ESN Division" on 16 and 23 March 2020, with participants from ESN as well as from FAO's Partnership Division (PSP). Through these, a total of four working groups focused on the following topics: (1) towards a harmonized glossary and set of key messages; (2) improving relevance, quality and coherence of resources; (3) accelerating capacity development implementation within FAO; and (4) partnerships for capacity development implementation beyond FAO.

Stakeholder involvement. This was ensured throughout various stages of the design process, and included individual interviews with capacity development experts (within and beyond FAO), and consultations with ESN and with decentralized offices in FAO's five regions, as well as with selected partner agencies. Consultations with ESN and regional, subregional and country offices involved reviewing and mapping capacity development actions in the 2020–2021 work plans to unpack, prioritize and align activities, as well as focus group discussions to frame the medium- and long-term vision, and follow-up interviews.

⁷ The stocktaking also reviewed the results of a series of e-surveys conducted in 2018 by FAO's Office of Evaluation, as part of the Evaluation of the Strategy and Vision for FAO's Work in Nutrition (FAO, 2019b). These gathered feedback from two categories of respondents: 1) external partners and other institutions that collaborate with FAO on nutrition (153 respondents); and 2) FAO staff, consultants and former staff and consultants from both headquarters and decentralized offices (54 respondents).

3. Current capacity development needs and priorities

Since FAO's work in nutrition was first evaluated in 2011, capacity development activities and related resources have continued to expand in line with evolving nutrition-related agendas in the food and agriculture domain. A number of reviews of these activities have looked at capacity-related needs and gaps, and were recently analysed by ESN (for example, through the stocktaking review and the capacity development webinars). A greater role for FAO is emphasized in support of policy implementation, through capacities ranging from diagnostics to monitoring and evaluation (M&E), and from resource mobilization to the setting up of institutional frameworks.⁸ The **main findings** of these reviews are summarized as follows (for a full list of sources, see References):

1. Address the **need for a dual target in capacity development** (i.e. the capacities of FAO Members and FAO's own capacities at different levels), but with a **clear focus at the country level**. FAO decentralized offices have demanded support to communicate and position FAO's work in promoting healthy diets from sustainable food systems, as a major contributor in preventing all forms of malnutrition at the country level (including through expertise and capacities).
2. Distil and communicate **FAO's narrative on nutrition**. This includes clarifying what FAO can do (i.e. role and priorities) from a food systems and dietary perspective, speaking with one voice across different levels, raising awareness on the pathways from production all the way to consumption of improved diets, and promoting a food systems perspective in relevant nutrition "coordination spaces".⁹
3. Consolidate multiple data streams into narratives that can be used in **evidence-based decision-making** (not only for data and publication, but also with regard to knowledge, learning and motivation to act). These should include an understanding of trade-offs and of leveraging synergies.
4. Orient capacity development support towards strategizing, **implementation, coordination, monitoring and evaluation capacities** to help translate food systems policy frameworks into practical actions that enable healthy diets.
5. Recognize that capacity development needs to go beyond knowledge resources and the training of individuals, and look more systematically at uptake in institutions and in the wider governance context. This involves setting clear objectives based on a **sound understanding of capacities and needs** across capacity development levels (planned and sequenced strategically upfront). It also links to ensuring **coherence and quality of all capacity development processes** (i.e. beyond quantity).

⁸ As noted in the Evaluation of FAO Strategic Objective 1: Contribute to the eradication of hunger, food insecurity and malnutrition (Conclusion 4 and Recommendations 1–4), a greater role for FAO is needed with regard to policy convergence, support to policy implementation at national and subnational levels (e.g. FIRST), analysis and assessment of policy incidence and implementation gaps/bottlenecks hampering improvements in diets, and synthesis of multiple data streams into narratives that make sense for decision-making (FAO, 2018a).

⁹ See Recommendation 3 of the Evaluation of FAO Strategic Objective 1 (FAO, 2018a) and Recommendations 3–4 of the Evaluation of the Strategy and Vision for FAO's Work in Nutrition (FAO, 2019b).

6. Focus on the **uptake of knowledge and skills**, recognizing that uptake will increase if we respond to the real needs of users. This includes experiential practice-based learning, consultation and experience sharing, and a pragmatic approach in responding to the programming needs of users and implementers.
7. **Curate resources and tools** to adapt them to users' demands and needs (for example, with short or concisely written materials in accessible, non-technical language for non-specialized audiences such as local government decision-makers, policy-makers, the private sector, youth and the general public), as well as to multiple formats (for example, by repurposing materials and developing integrated packages, videos, etc.) and delivery channels (including e-learning, massive online open courses [MOOCs], and professional and academic networks). Adopt a more bottom-up approach in knowledge production (including working closely with FAO decentralized offices).
8. Expand **FAO's partnering capacities** to cover all food systems elements, especially food environments and consumer behaviours, which require strategic engagement from a wide range of partners.¹⁰ Partnering also entails helping involved stakeholders to **mobilize resources**.¹¹
9. **Within FAO**, a coherent capacity development approach (as reflected in this Roadmap) is an opportunity to measure progress and course correct, including in terms of assessing what constitutes a critical mass of trained human resources.¹² Obtaining a clear overview and understanding of the work in country offices can help in shaping the work at corporate and regional levels, enhance coherence and strengthen the impact of policies and actions to improve diets and contribute to better nutrition (FAO, 2020b).

"We know what the challenges are, but we can use them to identify opportunities to accelerate the work on capacity development. Promoting healthy diets represents a key opportunity. The importance of clarifying roles and responsibilities and creating incentives for improved learning and accountability mechanisms should be emphasized."

"With a coherent narrative, tailored resources and processes to better equip FAO at different levels, we should be able to optimize our collective efforts to build capacities in Member Nations, using a diversity of formats and modalities."

"Prioritize and strategize (including partnering), learn and adapt."

ESN webinar, "Towards a united capacity development strategy for the ESN Division", 23 March 2020

¹⁰ As noted in the Evaluation of FAO Strategic Objective 1 (Recommendation 1), this includes "municipalities and local governments (implementation capacity, rural–urban linkages); national academia and training institutes (for capacity building and policy analysis); IFPRI and the CGIAR (policy analysis and evaluation); farmer organizations (for soft advocacy, participation in coordination spaces and policy evaluation), consumer organizations and the private sector (to work on food systems)." (FAO, 2018a.) See also Recommendation 4 of the Evaluation the Strategy and Vision for FAO's Work in Nutrition (FAO, 2019b).

¹¹ Ultimately, country commitment and capacity to act on nutrition-sensitive food systems needs to be supported by long-term investments of adequate human and financial resources; this includes strong strategic management capacity on the part of governments (FAO, 2014).

¹² For example, by recognizing capacity development as a core function in ESN, including with respect to specific skills/competencies, such as the capacity to manage knowledge and learning.

4. Roadmap purpose and objective

This Roadmap aims to guide FAO's capacity development efforts to promote healthy diets and contribute to preventing all forms of malnutrition through its corporate work. It is meant to support the implementation of the activities related to capacity development in the forthcoming revised Vision and Strategy for FAO's Work in Nutrition.

In line with the revised Nutrition Strategy, and with a view to enhancing FAO's mission in nutrition, the **overall objective** of the Capacity Development Roadmap is:

To enhance FAO Members' capacities (government and non-state actors) to design and to implement context-appropriate, evidence-informed and coherent food systems-related policies and actions that promote healthy diets for all from sustainable food systems.

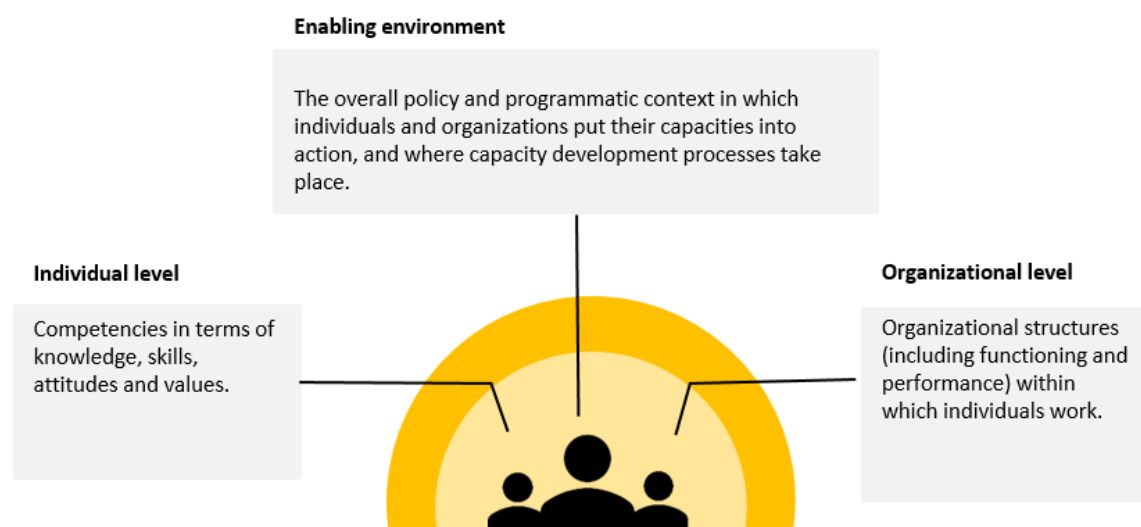
Intended users. The Roadmap aims to support all those involved in the implementation of the outputs related to capacity development in FAO's revised Nutrition Strategy, including stakeholders within and beyond FAO. However, it is foreseen that the primary users will be FAO management, staff in the Food and Nutrition Division (ESN), Nutrition Focal Points in the Technical Networks at FAO headquarters and in regional and country offices, as well as partners directly involved in promoting healthy diets from sustainable food systems. In terms of secondary users, the Roadmap will also serve as a useful resource for all FAO's partners involved in capacity development delivery.

5. Roadmap scope and targets

Timeframe and geographical scope. The Capacity Development Roadmap's timeframe will be aligned with the revised Nutrition Strategy. The geographical scope for its implementation will prioritize countries with a high prevalence of malnutrition, as well as hunger and extreme poverty (in line with the list of priority countries targeted by the Hand-in-Hand Initiative).

The scope of the Roadmap is determined by the elements of the **Capacity Development Framework** as described in FAO's Corporate Strategy on Capacity Development (FAO, 2010), to be applied holistically across the components of the food systems framework (food supply chains, food environment, consumer behaviour and diets) as described in the following subsections.

Figure 1. Capacity development dimensions



Source: the authors.

Capacity development dimensions

Individual level: competencies in terms of knowledge, skills, attitudes and values.	Includes behaviours as well as leadership, management, communication, negotiation and conflict management skills.	Examples of capacity development modalities include training, cascade training, knowledge sharing and networking, coaching, mentoring, peer support and professional incentives.
Organizational level: organizational structures (including functioning and performance) within which individuals work.	Includes strategic management functions, structures and relationships, operational capacity (processes, systems, procedures, incentives and values), human and financial resources (policies, deployment, performance), knowledge and information resources, and infrastructure.	Examples of capacity development modalities include technical assistance, training on organizational management, documentation, sharing of good practices, interdepartmental exchanges, study tours, South–South learning and organizational restructuring.
Enabling environment: the overall policy and programmatic context in which individuals and organizations put their capacities into action, and where capacity development processes take place.	Includes political commitment and vision, policy, legal and economic frameworks, national public sector budget allocations and processes, governance and power structures, and incentives and social norms.	Examples of capacity development modalities include public awareness campaigns, media training, learning events for policy- and decision-makers, policy workshops and dialogues, national or international days/events, support of and membership in international and regional bodies, high-level advocacy and cooperation agreements.

Functional capacities and success factors

Policy and normative: the capacity to lead policy and legislative reforms.	Includes the ability to critically analyse existing policy options/positions (if aligned with causal analysis of malnutrition), to assess institutional and stakeholder capacity, to review operational experience (including analysing evidence of impact) and to advocate for political commitment in support of achieving healthy diets for improved nutrition.
Knowledge: the capacity to create, access and exchange information and knowledge for evidence-based decision-making.	Includes the provision of evidence for decision-making that encompasses data collection and publication, but also knowledge, learning and the motivation to act. For example, countries need to make sense of the data collected by various partners in order to assess policy incidence and implementation gaps.
Partnering: the capacity to initiate and sustain networks and alliances for improved coordination and partnerships.	Includes the ability to mobilize resources and “strategic capacities” such as commitment, leadership, management, communication, negotiation, conflict management, relationship- and consensus-building, and sustaining momentum. Non-traditional partners that FAO should engage with include the private sector, municipalities and civil society (in order to create adequate space for active participation). Key skills and competencies involved in partnership brokering include scoping opportunities for partnering, facilitating negotiations for partnership agreements, problem-solving and facilitating difficult conversations, coaching and mentoring key individuals, assisting or undertaking reviews, developing learning case studies and/or helping partners to explore acting or moving on options.
Implementation: the management capacity to implement and deliver (from planning to M&E) projects and programmes efficiently and effectively supported by adequate human and financial resources.	Includes capacity for identification, formulation, planning, delivery, monitoring and evaluation of capacity development-related efforts to improve diets and contribute to nutrition. Documenting, learning and sharing successes and failures in implementation are key to feeding the policy cycle. Management systems need to allocate adequate human and financial resources to effectively implement actions.

Ultimately, country capacity to promote healthy diets through a food systems approach needs to be supported by long-term investments of adequate human and financial resources; this includes strong strategic management capacity on the part of governments. **Resource mobilization** is therefore emphasized as an explicit area of capacity development in the latest thematic guidance resources, which were based on reviews of countries that were successful in tackling malnutrition (FAO, 2014; UN Network, 2016).

Target audiences

In line with the revised Nutrition Strategy, the target audiences for this Roadmap can be categorized into two groups of stakeholders working on nutrition and food systems: external (beyond FAO) and internal (within FAO). Within these two categories, a further distinction is made between primary, i.e. recipients and implementers of capacity development, and secondary target audiences, i.e. partners in capacity development delivery. (Details on the capacities provided are discussed in the next section; see Table 1.)

External target audiences (beyond FAO)

Primary (recipients and implementers)		
 <p>Government decision-makers, advisors and technical staff (at national and subnational levels) involved in designing, funding, implementing and M&E of policies/programmes, including:</p> <ul style="list-style-type: none"> • municipalities and local governments (implementation capacity, rural–urban linkages); and • regional and global alliances/networks. 	 <p>Parliamentarians responsible for legislative, policy, budgetary and oversight functions, such as representatives from national and regional alliances/committees.</p>	 <p>Non-state actors, including:</p> <ul style="list-style-type: none"> • the private sector, including small and medium enterprises (SMEs), retailers and catering services (to work on food systems), and farmer organizations (for advocacy, participation in coordination spaces and policy evaluation); and • civil society organizations (CSOs) as “consumers” (to raise awareness and to demand healthy diets), and public influencers from country, regional and global alliances (to act as champions).
Secondary (partners in delivery)		
 <p>National academia and research/training institutes, including:</p> <ul style="list-style-type: none"> • professors, researchers, lecturers, master’s and PhD students (for training and capacity building as well as policy analysis and research); and • relevant learning and training initiatives and/or platforms. 	 <p>UN, development agencies and donor platforms, including:</p> <ul style="list-style-type: none"> • food-based agencies such as the World Food Programme (WFP) and the International Fund for Agricultural Development (IFAD), the International Food Policy Research Institute (IFPRI) and CGIAR (to support food systems policy analysis, implementation and evaluation); and • non-food technical agencies such as the World Health Organization (WHO), the United Nations Children’s Fund (UNICEF) and the United Nations Population Fund (UNFPA), to leverage/maximize synergies for better nutrition. • donors (to mobilize resources). 	 <p>Regional organizations / intergovernmental staff, including:</p> <ul style="list-style-type: none"> • representatives from regional, economic and finance organizations, and their technical arms, such as the African Union Development Agency (AUDA-NEPAD); and • country representatives in various technical and regional platforms, such as the Regional Nutrition Capacity Development and Partnership Platform in Central Asia and the Caucasus (RNPP).

Internal Target audiences (within FAO)

Primary (recipients and implementers)	
<p>Senior management at headquarters and FAO Representatives at decentralized levels with coordination and managerial responsibilities and/or involved in strategic corporate planning, to endorse FAO's vision for nutrition and promote related narrative.</p>	<p>Professionals in ESN, appointed focal points in the Nutrition Technical Networks (from other divisions at headquarters) and Nutrition Focal Points in decentralized offices (regional, subregional and country), to support country-level policy and programming on nutrition and food systems.</p>
Secondary (partners in delivery)	
<p>Professionals in other technical sectors (for example, emergency officers, fisheries officers, land and livestock officers, economists, etc.) at headquarters (Director-General, Deputy Directors-General, Assistant Directors-General, Directors and Team Leaders) and in regional, subregional and country offices (Assistant Directors-General, FAO Representatives / Assistant FAO Representatives) who may contribute to specific tasks related to the promotion of healthy diets from sustainable food systems.</p>	<p>Professionals from functional divisions working on partnerships and resource mobilization. At headquarters these include Resource Mobilization and Private Sector Partnerships (PSR), Partnerships and South–South Cooperation (DPS), the Office of Communications (OCC), the Office of Strategy, Planning and Resources Management (OSP), and Partnerships (PSP).</p>

6. Roadmap expected outputs

The Capacity Development Roadmap aims to support the implementation of the revised Vision and Strategy for FAO's Work in Nutrition through a flexible approach that addresses and responds to the real needs of target audiences and builds on existing systems capacities, in line with FAO's Corporate Strategy on Capacity Development (FAO, 2010) and the Organization's guiding principles in this regard.

Table 1 summarizes the scope of the Roadmap in relation to the outcomes in the revised Nutrition Strategy. Under each of the six Strategy outcomes, the corresponding capacity-related elements are highlighted in terms of primary target audiences, functional capacities (areas) and dimensions, and expected capacity development-related outputs. These outputs build on the results of the working group discussions presented at ESN's webinar, "Towards a united capacity development strategy for the ESN Division".

Table 1. Aligning the scope of the Capacity Development Roadmap with the outcomes in the Revised Nutrition Strategy

Revised Nutrition Strategy	Capacity Development Roadmap			
Outcomes	Capacity target audiences	Capacity dimensions	Functional capacity areas	Proposed capacity development outputs (measurable)
1. Data: decision-makers are using better data to inform impactful policies and actions for healthy diets <i>FAO Members, the UN system, civil society and the private sector are aware of, have access to and utilize the data they need to guide decisions in their own contexts</i>	UN (including FAO), multilateral partners, regional, national and local government, CS and PS	All (EE, OL, IL)	Information and knowledge (evidence-informed decisions)	1.1 Data collection and analysis systems on diet quality and access are enhanced to inform decision-making processes at relevant levels
2. Evidence: policy and decision-makers and implementers are using evidence to inform impactful policies and actions across food systems for healthy diets <i>FAO Members, the UN system, civil society and the private sector are utilizing a larger evidence base – collated, communicated and facilitated by FAO – on how diets can be enabled through policies and actions across food systems, and the impact of these policies and actions on other aspects of food systems (inclusivity, productivity and sustainability)</i>	UN (including FAO), government, CS, PS, academia and research	All	Information and knowledge (evidence-informed decisions)	2.1 Tools disseminated and expertise enhanced to support stakeholders in identifying, assessing (causes), analysing win-win solutions and trade-offs, and diagnosing the impacts of planned food systems policies and actions on healthy diets and other aspects of food systems (differentiated for women of reproductive age and young children) 2.2 Good knowledge management practices at multiple levels are documented and promoted, including on how to generate evidence on the impact of food systems policies and actions on healthy diets, and the trade-offs involved
3. Coherence: greater policy coherence exists between actions in nutrition and food systems <i>As a result of FAO's convening and engagement, multisectoral stakeholders have built consensus on win-win solutions, and agreed on how to manage trade-offs and tackle areas of controversy</i>	UN (including FAO), government, intergovernmental partners, CS, PS and academia	EE	Partnering (coordination and resource mobilization)	3.1 FAO's partnership brokering skills enhanced to promote healthy diets among multisectoral stakeholders, including capacity to manage trade-offs and build synergies through strategic engagement of private sector 3.2 Existing participatory mechanisms – such as the Comprehensive Africa Agriculture Development Programme (CAADP), Scaling Up Nutrition (SUN) and/or newly identified entities – strengthened to reform food systems toward healthy diets through inclusive dialogue and partnering capacities among government and non-state actors*
4. Capacity: stakeholders at all levels are acting with greater capacity across food systems to enable healthy diets <i>FAO Members and global, regional, national and local stakeholders have enhanced capacities to develop policies, adopt practices, increase investments and implement innovative actions across the food system for healthy diets, as a result of FAO's capacity development activities</i>	Governments (national and local) and global / regional / national / local actors	All	All	4.1 Training materials, evidence-based guidance and tools disseminated to ensure food systems policies and actions for healthy diets 4.2 Governmental partners' mandate and expertise enhanced to deliver food system policies and actions for healthy diets through priority setting, policy and programme design, M&E, resource mobilization and strategic partnering 4.3 Non-state actors' expertise enhanced to develop educational tools to support the delivery of food systems "actions" for healthy diets

Outcomes	Capacity target audiences	Capacity dimensions	Functional capacity areas	Proposed capacity development outputs (measurable)
5. Commitment: global, regional and national awareness and commitment to healthy diets through accelerating policies and actions across food systems is created <i>FAO Members, UN agencies and other nutrition and food systems stakeholders have committed to healthy diets as a priority goal</i>	UN (including FAO), multilateral partners, regional, national and local government, CS and PS	All	Policy and normative (policy, programmes and legal frameworks)	5.1 FAO's nutrition narrative (on the role of healthy diets for all in contributing to the prevention of all forms of malnutrition and advancing economic and social development) is jointly developed, reinforced and communicated at all levels 5.2 FAO's role in promoting a capacity development approach towards healthy diets for all is recognized across the UN system and among other development partners involved in nutrition and food systems (including consumer associations)
6. Enabling function: internal capacity for delivery is developed <i>All relevant personnel in FAO understand and appreciate their role in ensuring that food systems enable healthy diets, and have capacity to contribute</i>	FAO HQ / RO / CO	All	All	6.1 Enhanced individual expertise and skills to unpack and visualize the main impact pathways from food systems (disaggregated by its main elements in terms of food supply chains, food environment and consumer behaviour) to healthy diets 6.2 Organizational roles and responsibilities defined and strengthened to promote FAO's work on healthy diets from sustainable food systems across all levels 6.3 Mechanisms to build and sustain partnerships and initiatives (including for fundraising) and to identify areas of work/indicators towards healthy diets established through the engagement of relevant technical sectors

* This includes increased awareness and capacity among civil society actors ("consumers") in demanding healthy diets, and in the private sector to deliver foods that contribute to healthy diets for all (through innovative and synergistic partnerships and financing opportunities).

EE = enabling environment, OL = organizational level, IL = individual level, NSA = non-state actors, CS = civil society, PS = private sector, HQ = headquarters, RO = regional offices, CO = country offices.

7. Roadmap pillars of implementation

The implementation of the Capacity Development Roadmap will be a shared responsibility between FAO headquarters and regional, subregional and country offices. This will build on complementary roles and respective strengths, with headquarters having the global overview of norms, standards, tools and knowledge, and the regional and country offices being closer to the delivery, needs and implementers. Specificities on roles/responsibilities are detailed in Section 8.

The implementation of the Roadmap will be supported by four pillars or areas of work, as shown in Table 2.

Table 2. Pillars of implementation for the Capacity Development Roadmap

Pillars	Capacity development outputs (Table 1)	Headquarters	Regional/subregional/country offices
1.Strategic partnering: capacity development for increased awareness and commitment to healthy diets from sustainable food systems.	3.1 3.2 5.1 5.2 6.2	Lead role on key messages for the global narrative on capacity development, and on the development of glossaries.	Lead role in adaptation and tailoring of key messages at decentralized levels.
2.Quality assurance: continuous updates and adaptation of capacity development products and methods (includes mechanism to ensure that all capacity development processes follow good practices).	2.2 4.1 6.1	Lead role, with tasks including definition of minimum technical knowledge levels, prioritization to fill resource gaps, processes for the development of capacity development resources, quality assessment checklists and maintenance of an inventory of best practices.	Technical support in providing quality assurance, especially in adaptation and tailoring at decentralized levels.
3.Demand-driven delivery: optimal uptake and application of capacity development products and methods (using effective and creative tools and channels, from needs assessment to evaluation and beyond).	1.1 2.1 4.2 4.3 6.3	Technical support from focal points in headquarters for overall guidance, including quality assurance of processes.	Lead role in demand-driven matching of resources and processes with capacity development targets, based on needs assessments. Tasks include assessments of technical competencies and learning needs to define gaps (based on realistic expectations for a given context), articulation of needs from countries, matching of demands with available resources, identification of best practices, repurposing of material and support for uptake.
4.Monitoring, Evaluation, Accountability and Learning (MEAL): increased ownership and accountability of capacity development results (aligned with FAO's Strategic Results Framework).	All 13 outputs	Definition of capacity output indicators to ensure alignment with the revised Nutrition Strategy, leading knowledge management support for learning.	Definition of capacity development activity indicators, assessment and monitoring, and documentation and reporting at decentralized level to contribute towards knowledge management.

Key messages for a shared narrative

Integral to the implementation of the Capacity Development Roadmap is the development and consistent use of a shared and compelling narrative on FAO's contribution and priorities to healthy diets and improved nutrition. This narrative will inform, engage and motivate actions by all capacity development targets in achieving multiple outcomes. A draft set of key messages¹³ is provided as follows:

Setting the scene

Better nutrition offers one of the greatest developmental opportunities in the world today. All countries are affected by one or more forms of malnutrition. To meet the Sustainable Development Goals, **all forms of malnutrition must be addressed.** (FAO and WHO, 2018a; FAO, forthcoming, a.)

Poor diets in terms of quantity and quality are a major contributor to all forms of malnutrition. Today's food systems are facing challenges in ensuring that safe and nutritious foods that contribute to healthy diets are available year-round, or physically or economically accessible by those most in need, or acceptable and favoured by all. (FAO and WHO, 2017.)

Empowering consumers to create and enhance demand for healthy diets is a powerful driver of change in food systems, increasing the much-needed pressure on government and the private sector to accelerate reforms. (FAO and WHO, 2017.)

Poverty, inequality and the effects of **climate change** are key determinants of poor diets and malnutrition. How and what we eat is driving climate change, and climate change is increasingly affecting what foods are available and accessible (FAO and WHO, 2017; FAO, forthcoming, a). Nourishing a growing population through healthy diet from a food system that minimizes damage to the planet requires transformative shifts in policy.

Nutrition-sensitive agriculture is "an approach that seeks to ensure production, marketing and consumption of a variety of affordable, nutritious, culturally appropriate and safe foods in adequate quantity and quality to meet the dietary requirements of populations in a sustainable manner" (FAO, 2017a). Taking a **food systems approach** for enabling healthy diets for all will require a careful consideration and balance of potential trade-offs (FAO, 2017a; HLPE, 2017).

Gender equality and women's empowerment are fundamental to the promotion of healthy diets and improved nutrition, as women are the principal actors along the food production-to-consumption pathway and play a decisive role in the early life stages of nutrition. (FAO, 2019c.)

¹³ To be revised in line with the updated Vision and Strategy for FAO's Work in Nutrition (FAO, forthcoming, a).

FAO's role and priorities

FAO's vision for nutrition is a world where all people achieve and maintain healthy diets from sustainable food systems (FAO, forthcoming, a.)

To realize that vision, key actions reflecting **FAO's collaborative advantage** will be supported and prioritized, ensuring that:

All actions apply, at a minimum, the following **guiding principles** of the revised Nutrition Strategy: **"People must be placed at the centre of food systems"**, **"No one can be left behind"** and **"Do no harm"** to diets and nutrition. (FAO, forthcoming, a.)

Agriculture and **food supply chains** (from production systems all the way to retail and markets) contribute year-round to healthy diets, through a greater diversity of affordable nutritious foods, reduced food loss and waste, and safer food. (FAO, forthcoming, a.)

Food environments make healthy diets available, accessible, safe and culturally acceptable, aligning with evidence-based dietary guidelines and food safety standards and practices, thus encouraging consumers to value healthy diets. (FAO, forthcoming, a.)

Consumers have the access, means, motivation and basic competence needed to practice and demand healthy diets, while reducing food waste. (FAO, forthcoming, a.)

Governance and accountability systems (from global to local levels) are in place to enable governments and public institutions to set coherent food system responses that will protect (and not undermine) healthy diets and nutrition, and similarly to enable relevant stakeholders to participate in the food system reform process. (FAO, forthcoming, a.)

More and better food- and diet-related data can facilitate the reform process. This calls for a greater understanding of what, how and why people eat certain foods, what is over- or under-represented in their diets, and how food systems contribute to dietary patterns in terms of challenges and potential. (FAO, forthcoming, a.)

To safeguard access to healthy diets among those most vulnerable, social protection and safety net programmes should be adapted, with due consideration given to the nutritional requirements of children and women. (FAO and WHO, 2018b.)

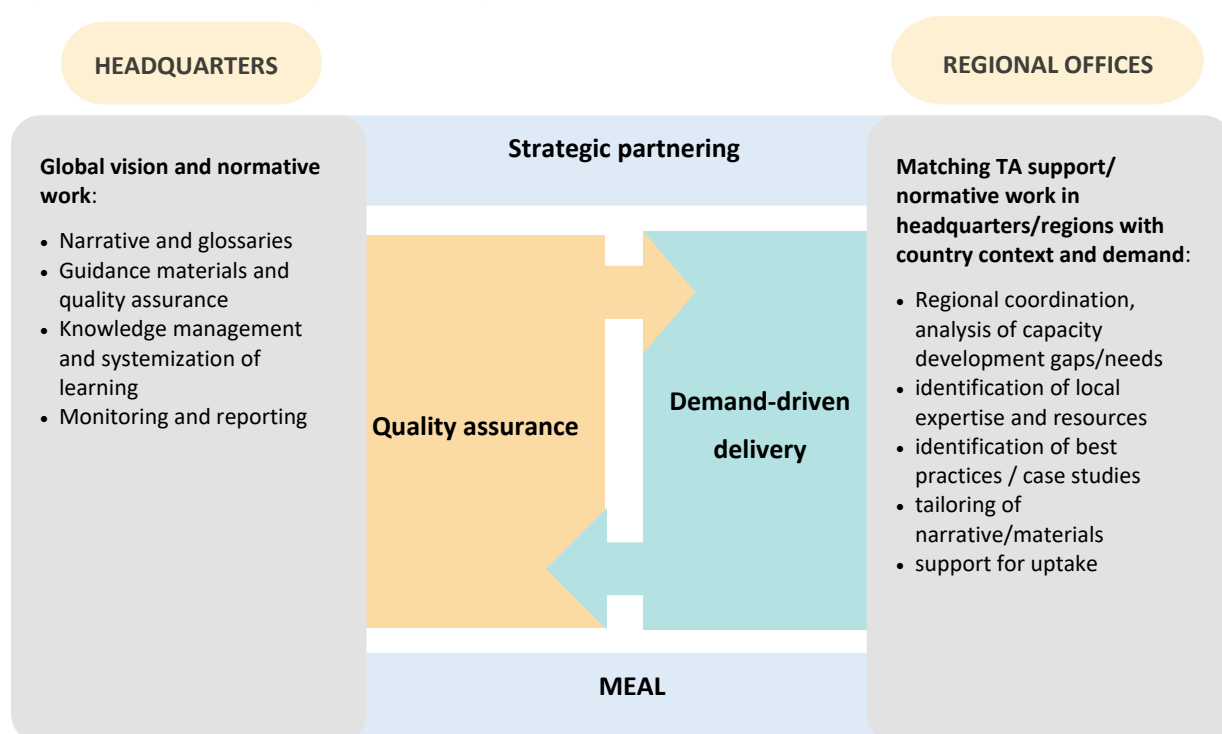
According to FAO's Country Annual Reports for 2019, 95 percent of reporting country offices noted an **additional need for nutrition expertise** based on country context and capacity. This calls for both the strengthening of nutrition capacities among existing human resources and the recruitment of additional human resources with required areas of expertise. (FAO, 2020b.)

8. Roadmap implementation plan

Institutional arrangements

Current capacity development needs and priorities (see Section 3) call for the establishment of a coherent coordination and response mechanism that can optimize current and foreseen efforts to implement the Capacity Development Roadmap. The institutional arrangements describing roles and responsibilities within FAO, at both headquarters and decentralized level (including subregional, regional¹⁴ and country offices), are illustrated in Figure 2.

Figure 2. Institutional arrangements for implementation



Source: the authors

These arrangements emphasize the **role of regional offices to act as mediators**, matching country requests against technical assistance (TA) supply and normative work at headquarters and across regions. The regional offices should identify baseline capacities in countries as well as needs, and group countries accordingly. Regional offices can also help identify areas of expertise that require support from headquarters to supplement existing capacities in country and regional offices, and respond to the specific needs of different groups of country offices.

¹⁴ The roles and responsibilities of subregional offices are included within those of regional offices, while recognizing that there may be differences in competencies.

This requires the **establishment of a solid implementation structure, including a Capacity Development Task Force (composed of staff from both headquarters and regions)** to manage and monitor the four pillars (strategic partnering, quality assurance, demand-driven delivery and MEAL) in support of the Capacity Development Roadmap. The functional arrangements for the Task Force could reflect those put in place for gender mainstreaming in FAO¹⁵ (to be explored in line with the current reform).

(Headquarters) Capacity Development Focal Point/Coordinator (1 person, ca. 60 percent time):

- Coordinates overall work on capacity development, including identifying and managing assigned personnel at headquarters in support of capacity development work at regional and country levels.
- Streamlines communication at headquarters on capacity development resources (both published and in pipeline).
- Supervises the capacity development knowledge management work, to build a repository of information received from regional and country offices and provides overall corporate guidance for operational, financial and programmatic work.

(Headquarters) Capacity Development Task Force (4–6 persons, multidisciplinary, ca. 40 percent time):

- Leads on quality assurance work.
- Develops terms of reference in response to requests from regional offices and provides support for recruitment and assignment.
- Leads on knowledge management, including guidance for the selection of MEAL indicators.
- Leads on the collation and presentation of MEAL information at the global level.

(Regional) Capacity Development Focal Point/Coordinator (1 person, ca. 60 percent time):

- Finalizes country office requests for sharing with Task Force at headquarters.
- Coordinates overall work on capacity development, including identifying and managing assigned personnel at regional level in support of capacity development work at the country level.
- Streamlines regional and country level communication on capacity development resources (both published and in pipeline), including reports and case studies for the Capacity Development Knowledge Management Platform.
- Manages MEAL information.

¹⁵ See the FAO Policy on Gender Equality (2013). Additional insights on FAO's commitment for gender mainstreaming, can be found in the Annex on gender included in the Evaluation of FAO's Contribution to Strategic Objective 5 (2017b). Paragraph 17 provides a description of the institutional arrangements: "A Technical Network on Gender was consolidated over the years, comprising: 1) the gender team in the Social Policies and Rural Institutions Division (ESP), which coordinates the overall work carried out under the cross-cutting theme on gender planned under each Strategic Objective; 2) a regional gender officer in every regional office, who coordinates the gender activities in the region and supports the country gender focal points; and 3) more than 120 gender focal points, located in technical units at headquarters and in decentralized offices. Gender focal points are theoretically required to commit 20 percent of their time to gender work, but their ability to do so in practice varies from one country or unit to the next".

(Regional) Capacity Development Task Force (4–6 persons, multidisciplinary, ca. 40 percent time):

- Articulates country office requests and identifies required support at headquarters and decentralized levels.
- Manages the repurposing, adaptation and translation of existing resources (including quality assurance), and identifies needs for new capacity development resources to be discussed with headquarters.
- Develops terms of reference to respond to requests from country offices and provides support for recruitment and assignment.
- Provides quality assurance for capacity development activities implemented at country level.
- Supports countries with MEAL-related work and manages information.
- Supports the capacity development knowledge management work, including knowledge sharing networks/platforms.

Human resources

Professionals in FAO (headquarters, regional and country level)

Implementing capacity development activities will require dedicated financial and human resources, as highlighted throughout the consultation process for the Capacity Development Roadmap. There are expectations to accelerate FAO's capacity development efforts in promoting healthy diets and contributing to the prevention of different forms of malnutrition. In the current set-up, there is a huge unmet need for nutrition technical support and capacities in order to enhance programme quality.¹⁶ A number of issues limit the timely assignment of dedicated staff, including but not limited to: lack of prioritization of capacity development in annual work plans, over-reliance on consultants for capacity development activities, limited Regular Programme funding dedicated to capacity development and almost exclusive dependence on external country funding for TA. On the other hand, the returns for investing dedicated resources in strengthening capacities within FAO bears significance for the Roadmap. The following points offer two clear examples of how this contribution can take place at both headquarters and at country level:

- Through ESN engagement in mainstreaming nutrition into projects on crop production, livestock, forestry, fisheries and other relevant sectors across FAO. For instance, the project review process initiated in October 2019 in close collaboration with the Strategic Programme 2 (SP2) team and other technical units is contributing to the following: identifying entry points for improving diets and nutrition,

¹⁶ Gaps in capacity development support for nutrition have been evidenced in both the Evaluation of the Strategy and Vision for FAO's Work in Nutrition (FAO, 2019b) and in the Nutrition Section Analysis of FAO's Country Annual Reports for 2019 (FAO, 2020b). In the latter, out of the country offices that responded, 7 percent received support on nutrition from headquarters/ESN and 18 percent from regions and/or subregions. However, 95 percent of the country offices that responded expressed the need for further support from regional/subregional offices or headquarters (or from both), as well as the need for further human resources specialized in nutrition. Examples of challenges faced by country offices included the need for support in reviewing milestone tasks for initiatives; the need for support in quality assurance of activities, approaches and results; the need for technical support in terms of emergency nutrition concepts; and the challenge of managing an entire and sizable country nutrition portfolio with only one dedicated nutrition officer.

clarifying the main impact pathways from food production systems to nutrition, guiding nutrition-sensitive project/programme formulation and promoting the FAO Nutrition Policy Marker.

- Through the extensive network of policy officers working with government institutions across 24 countries of the joint FAO–EU Food and Nutrition Security Impact, Resilience, Sustainability and Transformation (FIRST) programme.¹⁷ The in-depth country experience and partnership brokering skills of these policy officers could contribute to the Capacity Development Roadmap in several ways, including through support to: facilitating inclusive policy dialogue, analysing key bottlenecks in policy implementation and policy change, integrating a dietary perspective into food systems assessments of the impacts of COVID-19, and generating knowledge to feed the agenda on sustainable food systems transformation for healthy diets, especially in countries with weak institutional settings.

Professionals in partnering institutions (headquarters, regional and country level)

The process of strengthening regional nutrition-related capacity development platforms to support the promotion of healthy diets could also help to mobilize experts in partnering institutions. Examples of such platforms, supported and/or led by FAO, can be found across regions using different modalities:

- In Latin America and the Caribbean, the Public Policy Training Nucleus (Núcleo de Capacitación en Políticas Públicas) is a demand-driven, flexible training platform that has been in operation since 2008 as part of the Hunger-Free Latin America and the Caribbean Initiative. It is designed to reach multiple capacity development targets (including with regard to FAO support for both regional and country/field projects), and three of the fifteen courses available include a nutrition focus. In recent years, FAO regional officers have participated in reviewing needs and prioritizing thematic course offerings. This provides an opportunity to position nutrition as a cross-cutting theme.
- In Central Asia and the Caucasus, the Regional Nutrition Capacity Development and Partnership Platform (RNPP)¹⁸ is a systematic, cross-border, partnership-oriented mechanism to develop nutrition governance capacity to tackle the double burden of malnutrition. As part of RNPP's two-year action plan, the 2019 "Symposium on food systems and nutrition governance for healthy diets" marked a milestone in reinforcing capacities among country delegations (from parliaments and multiple ministries) with regard to a transformative agenda for sustainable food systems and healthy diets. Governments agreed to support the development of evidence-informed policies and guidelines, including regional food-based dietary guidelines (FBDGs).
- In the Near East and North Africa, an FAO-led regional network on Nutrition-Sensitive Food Systems is currently being established to enhance learning and sharing of knowledge and experience between and across staff from different institutions and partners, including government counterparts.¹⁹

¹⁷ In 2019, the FIRST programme adjusted emphasis in the scope of its work from policy development towards the strengthening of policy implementation capacities, in order to advance the agenda for Sustainable Development Goal 2.

¹⁸ Launched in July 2018 with support from FAO, UNICEF, WFP and WHO, the Platform aims to strengthen national capacities for nutrition in eight countries in Central Asia and the Caucasus, and improve the nutrition and food security status in the region.

¹⁹ The strong country demand for this network came as a follow-up to the regional training for country staff and national counterparts on "Mainstreaming nutrition in field programmes" held in September 2019. In terms of specific objectives, the regional network on Nutrition-Sensitive Food Systems aims to: (1) support communication, exchange information, share lessons learned and disseminate good practices on nutrition-sensitive food systems interventions; (2) promote outreach across countries in the region to share advice, technical support and knowledge transfer; (3) share analyses and understanding on issues related to nutrition-sensitive food systems interventions and on

- In the rest of Africa, advocacy and information sharing platforms on nutrition-sensitive food systems²⁰ could also be leveraged as entry points for the Roadmap's implementation. In this respect, the Comprehensive Africa Agriculture Development Programme (CAADP) Agriculture Nutrition Capacity Development Initiative²¹ set a successful example for coaching and building a pool of sensitized national and regional officers in the region.

These initiatives contribute towards better analyses, guidelines and best practices for evidence-based policy and programming in nutrition-sensitive food systems. They also facilitate policy dialogue and provide technical support and strategic guidance to countries in identifying and implementing specific and relevant policy measures in this area. Continued efforts promoted by such platforms should also improve the policy and programming capacity on nutrition-sensitive food systems, while reinforcing multisectoral approaches to tackle all forms of malnutrition.

Another option could involve setting up a global framework agreement to establish a network in each region, of recognized regional/national experts in partnering organizations. These networks would respond to the demands of decentralized offices by providing the technical expertise required to implement capacity development activities. Each network would function as a flexible capacity development-focused TA facility: when a regional or country office identifies the need for capacity development support, it makes a request to the network, in line with previously agreed terms. Such a system can provide immediate capacity development support in thematic areas of expertise, including for facilitating in-country dialogue to clarify needs, define the scope of work and identify resources. The tailored capacity development approach would be adaptive and responsive to the country/stakeholder context and needs as they unfold during implementation. It would also allow for leveraging of both global and in-country perspectives by bringing together international and local experts with a view to coaching, mentoring and building a sustainable pool of sensitized national and regional experts to promote nutrition-sensitive food systems for healthy diets. The benefits and drawbacks of this approach should be considered with care, based on experiences with similar arrangements in integrating capacity development with technical assistance.²²

linkages throughout different disciplines/sectors; and (4) identify opportunities for collaboration on approaches for nutrition-sensitive food systems interventions with various stakeholders (e.g. civil society, private sector, academia/research).

²⁰ In particular: (1) the African Task Force for Food and Nutrition Development (ATFFND), co-chaired by the African Union Commission (AUC) and the African Union Development Agency (AUDA-NEPAD), convenes annually to review the progress of nutrition on the continent and chart the way forward for priority activities; (2) the Africa Day for Food and Nutrition Security (ADFNS), jointly organized and coordinated by AUC's Department of Rural Economy and Agriculture (DREA) and AUDA-NEPAD, is held each year on 30 October; and (3) the Africa School Feeding Day, held annually on 1 March, serves as a stocktaking and advocacy event for promoting home-grown school feeding (HGSF) across Africa (led by AUC's Department of Human Resource Science and Technology in collaboration with other AUC departments and AUDA-NEPAD, and supported by UN agencies).

²¹ Operational from 2013 to 2016, the CAADP Agriculture Nutrition Capacity Development Initiative was very influential in mainstreaming nutrition in national agriculture investment plans. The process was tailored to the regional context and pursued capacity development results through collaboration with multiple partners.

²² Examples of this kind of arrangement include the programme on Maximising the Quality of Scaling Up Nutrition Plus (MQSUN+) funded by the United Kingdom of Great Britain and Northern Ireland, the Global Technical Assistance Mechanism for Nutrition (GTAM), the European Commission Nutrition Advisory Service and the USAID Advancing Nutrition project of the United States Agency for International Development.

Overview of capacity development activities planned in 2020–2021

The implementation plan for the Capacity Development Roadmap builds on the activities foreseen at headquarters, regional and country levels, as part of FAO's Programme of Work and Budget for 2020–2021 (FAO, 2019a),²³ and as discussed during stakeholder consultations. The activities have been identified through the selection of capacity development-related outputs in FAO's current Strategic Framework, coupled with an assessment of their relevance for the promotion of healthy diets and the prevention of malnutrition. All identified activities have been mapped against the five outcomes in the revised Nutrition Strategy: Data (Outcome 1), Evidence (Outcome 2), Coherence (Outcome 3), Capacity (Outcome 4) and Commitment (Outcome 5).

Figure 3 shows that most capacity development activities target national governments as their primary recipients. The engagement of parliamentarians is foreseen as integral to creating a shared commitment (Outcome 5) and convening dialogue to promote policy coherence (Outcome 3), with most progress reflected in Latin America and the Caribbean. Subnational and local governments appear to be less targeted by capacity development activities, despite FAO's recognition of their importance in leveraging action to ensure sustainable food systems and improved nutrition (FAO, 2019d). Capacity development activities targeted at the private sector, especially small and medium enterprises (SMEs), are mostly aimed at promoting nutrition and gender-sensitive value chains and reducing food loss and waste. Civil society organizations (CSOs) appear to be a primary target audience for capacity development (Outcome 4), but they also play a role as implementers. Both private sector and CSOs are also engaged in multisectoral governance mechanisms (Outcome 3). In Latin America, there are examples of capacity development activities targeting consumer associations to protect and promote consumer rights related to accessible and affordable healthy diets.

While regional organizations appear to be targeted in line with their mandate to manage data and evidence (Outcomes 1 and 2) and to build greater policy coherence by convening and facilitating dialogue (Outcome 3), much more could be done to engage them in capacity development for FAO Members. There is also more potential to involve the UN system and other development partners, particularly at regional and country level, and particularly in view of the UN Reform, the coordinating role of the United Nations Country Teams (UNCTs) and the UN [Nutrition] Network platform to promote multisectoral efforts for improved nutrition. Academia is currently mostly engaged for the delivery of capacity development activities but with great regional variations. In the future, academia could be engaged more systematically by FAO in generating data and evidence, and in acting as a neutral broker in convening dialogue to support the identification of win-win solutions and the management of trade-offs.

²³ As extracted from FAO's Programme Planning, Implementation Reporting and Evaluation Support System (PIRES).

These findings from the review of FAO's Programme of Work and Budget for 2020–2021 (FAO, 2019a) will require further analysis with respect to capacity development coordination mechanisms at country level, in order to better understand and reflect expected roles among different stakeholders.

Figure 3. Overview of capacity development target audiences, (FAO, 2019a)



Capacity development activities have also been grouped according to topics, in line with the main areas of work on food and nutrition. The following list was used during stakeholder consultations; while not exhaustive, it provides an overview for easy reference:

- Nutrition-sensitive policies and programmes (NSPP) that promote healthy diets;²⁴

²⁴ These include, for example, agriculture and food systems, social protection, emergency and resilience, food procurement and trade.

- Market linkages and value chains (MLVC) for healthy diets;²⁵
- Food loss and waste (FLW) reduction;
- Nutrition education and consumer awareness (NECA);²⁶
- School food and nutrition (SFN);²⁷
- Food systems assessments (FSA) for healthy diets;²⁸
- Food norms and standards (FNS), including food labelling and food safety for healthy diets; and
- Food-based dietary guidelines (FBDGs) for healthy diets.

Figure 4 shows that most capacity development activities are tailored towards raising awareness and commitment on the importance of healthy diets and nutrition (Outcome 5). The presence of many activities under nutrition-sensitive policies and programmes (NSPP) reflects the relevance of this topic to the target audience of national governments. The NSPP category groups a number of cross-cutting activities that include, among others, mainstreaming nutrition into sectoral and multisectoral policy frameworks, programmes and investments; food systems and nutrition governance; the engagement of parliamentarians and non-state actors; and the enforcement of regulatory and legislative frameworks. Activities under the NSPP category encompass a great variety of themes that reveal emerging priorities; these range from the need to demonstrate links with climate change and biodiversity, to requests to identify the specific contribution of sectors towards healthy diets and nutrition (for example, forestry, water, soil management, fisheries and social protection). Under Outcome 5, capacity development activities for school food and nutrition (SFN) and food-based dietary guidelines (FBDGs) are tailored towards strengthening policy-making and creating awareness and commitment for the promotion of healthy diets.

As expected, a significant share of capacity development activities aim to strengthen the collection, dissemination and use of food consumption and food composition data (Outcome 1). There are a limited number of activities that look at how to integrate a dietary perspective into food systems assessments, and it is currently very difficult to identify capacity development activities to generate evidence on

²⁵ These include territorial approaches (urban food systems, urban–rural linkages, agroecology, biodiversity, geographical indications [GIs] and public food procurement).

²⁶ This consists of: a) professional nutrition education (e.g. the Education for Effective Nutrition in Action [ENACT] course and its French language version, Le Cours ENACT en Afrique Francophone [ENAF]); b) nutrition integration in agricultural extension and rural advisory services; and c) a massive online open course (MOOC) on nutrition and food systems.

²⁷ This consists of: a) healthy food environment and school food; b) food and nutrition education; c) home-grown school feeding (HGSF) programmes; and d) enabling policy, legal and institutional environments.

²⁸ This consists of: a) collection and use of the Minimum Dietary Diversity for Women (MDD-W) indicator; b) collation and use of individual quantitative dietary indicators; c) food composition work; and d) integrating a dietary perspective into food systems assessment work.

promising practices and actions (Outcome 2). These efforts are expected to be complemented by the development of a stepwise approach to ensure analytical coherence and help measure the impact of food systems policies and actions on healthy diets, as part of the M&E of policies and programmes.

Capacity development activities to build policy coherence through dialogue (Outcome 3) are mostly targeted at national governments, including line ministries (mainly ministries of agriculture) and multistakeholder mechanisms (such as the SUN Movement country platforms). Where capacity development activities are targeted at subnational level (for example at municipal level), tangible entry points are identified to bring together decision-makers and food systems actors (such as the private sector and CSOs) in the delivery of nutrition-sensitive value chains or in the reduction of food loss and waste. As part of the urban agenda, capacity development activities are also using a more holistic agro-ecological approach to explore rural–urban market linkages, especially in Latin America.

Capacity development activities to build capacity (Outcome 4) are targeted towards a great variety of stakeholders and cover most topics. Given the range of existing resources and knowledge products, the focus should be on repurposing and adapting the content and format to the different target audiences. Of particular relevance are capacity development activities targeted to SMEs, to strengthen the delivery of nutrition and gender-sensitive value chains. In addition, most capacity development activities for the promotion of school food and nutrition are aimed at improving institutional procurement as part of home-grown school feeding (HGSF) programmes. Capacity development activities for nutrition education and consumer awareness are using different delivery channels, including farmer field schools and rural advisory services. Activities also include strategies to promote consumer knowledge on healthy diets and to inform their choices and behaviour, building on the evidence and enabling policies generated by the FBDGs. To increase the uptake and use of educational tools by academia and training institutions,²⁹ a specific university outreach component is expected to be strengthened, in partnership with the FAO E-learning Academy. It should be noted that most of the activities under Outcome 4 are funded through project funds and cover a limited number of countries (mostly for pilot purposes). The scaling up of these activities will require larger and more sustained investments, hence the importance of partnering with FAO's Investment Centre.

²⁹ These include “Partner Institutions in Africa”, a list of 108 African institutions that have been surveyed through CAADP as potential partners for training and advisory support in nutrition, agricultural policy and investment planning in Africa. (The list is available from FAO's Investment Centre.)

Figure 4. Capacity development topics, (FAO, 2019a)



With regard to building internal capacities within FAO (Outcome 6), the capacity development activities foreseen are part of the corporate approach to mainstreaming nutrition, as they are linked to Outcome 6.5 of FAO's Strategic Framework, which is dedicated to nutrition (see Box 1).

Box 1. “Building internal capacity”: Mainstreaming nutrition within FAO | Capacity development activities foreseen in 2020–21

Unpacking and visualizing impact pathways from food systems to healthy diets: nutrition-sensitive programming guidance

- Providing tailored “how-to” packages on nutrition-sensitive programming for technical divisions, regional and country offices.
- Institutionalizing nutrition in the FAO programming and project cycle (e.g. through the FAO Nutrition Marker, and a “Do no harm” checklist for diets and nutrition).
- Promoting and disseminating nutrition e-learning modules among FAO employees.
- Improving reporting processes from decentralized offices to ensure learning on nutrition-sensitive programming.
- Raising awareness on the FAO’s revised Nutrition Strategy, including its implementation plan and accountability framework.
- Online training workshops including on nutrition mainstreaming, school food and nutrition, and M&E tools for project formulators.
- Online platform of the Food Loss and Waste Community of Practice (also targeted to FAO employees).
- Guidance on incorporating the Minimum Dietary Diversity for Women (MDD-W) indicator into FAO’s project cycle.

Promoting FAO’s work in healthy diets from sustainable food systems: roles and responsibilities

- ESN Senior Management to position FAO’s work in healthy diets across headquarters, regional offices and country offices, as well as with FAO’s Office of Strategy, Planning and Resources Management (OSP).
- OSP to provide guidelines for FAO Representatives to engage in nutrition-sensitive programming (e.g. UN Common Country Analysis [UN CCA] and joint programming).
- ESN to continue leadership in consultations with Nutrition Focal Points (NFPs), regional programme leaders, FAO Representatives and Assistant FAO Representatives, and M&E and programme officers.

Identifying areas of work/indicators towards healthy diets: partnerships and initiatives including for fundraising

- Regional NFPs identify relevant entry points for joint nutrition-sensitive programming and implications for capacity development.
- OSD (or new equivalent), OSP, regional NFPs and regional programme leaders, with support from ESN, identify and formalize entry points for relevant joint collaboration to promote healthy diets and nutrition from sustainable food systems.
- Existing nutrition-related networks strengthened as a corporate platform for learning on mainstreaming nutrition at different levels.

Way forward in 2022–2025

Building on the implementation of capacity development activities in 2020–2021, more emphasis should be placed on scaling up such activities to contribute to the aims of the UN Decade of Action on Nutrition by 2025.

In addition to scaling up promising capacity development activities, the following specific activities should be prioritized for 2022–2025, based on identified gaps and limitations in the current biennium.³⁰

Outcome 1. Data

- Capacity development targeted to enable Common Country Analyses (as part of the UN Reform), with a focus on data collection from different sources, joint analysis, and use to inform decision-making on actions to ensure healthy diets from sustainable food systems.

Outcome 2. Evidence

- Knowledge generation: capacity development to analyse evidence of food systems' impact on healthy diets, including through M&E of policies and programmes.
- Knowledge sharing: cross-country dissemination of experience and learning in promoting healthy diets (with a focus on adaptation) and harnessing opportunities that can showcase or model comprehensive and coordinated "capacity development towards healthy diets".

Outcome 3. Coherence

- In the context of rising inequalities in access to resources/services (hence also in healthy diets and nutrition), capacity development scaled up to strengthen human rights and democratic processes to "promote healthy diets that are available and accessible for all", underscoring the commitment to "leave no one behind".
- "Community mobilization" repositioned at the centre of food systems governance for healthy diets, using an agro-ecological approach (including in fragile and conflict-related contexts).
- Capacity development focus at the subnational level, with strengthened guidance on partnership brokering skills to bring together nutrition and food systems actors.

Outcome 4. Capacity development

- Scale-up of capacity development efforts based on priority topics³¹ through the systematic involvement of existing regional capacity development platforms (to increase the uptake of resources); these should be adequately adapted to the needs of the different capacity development target audiences.

³⁰ The publication of more detailed and specific proposals is foreseen, pending further internal stakeholder consultations.

³¹ Examples include: Nutrition-sensitive policies and programmes (NSPP) that promote healthy diets; Market linkages and value chains (MLVC) for healthy diets; Food loss and waste (FLW) reduction; Nutrition education and consumer awareness (NECA); School food and nutrition (SFN); Food systems assessments (FSA) for healthy diets; Food norms and standards (FNS); and Food-based dietary guidelines (FBDGs) for healthy diets.

- Capacity developed to enhance focus on organizational development in “implementation/delivery science”, towards effective policy implementation (including roles and responsibilities, human resources and mobilization, as well as planning and allocation of funds).
- Tailored capacity development strategies and modalities targeting non-state actors, (including private sector and CSOs) using videos, policy orientation webinars and other tools for rapid uptake and access.
- Strategies developed and implemented to promote consumer knowledge on healthy diets, to inform their choices and behaviour and to strengthen policy-making based on food-based dietary guidelines.

Outcome 5. Commitment

Nutrition-sensitive policies and programmes

- Opportunities seized to develop country capacities for adoption and adaptation of the CFS Voluntary Guidelines on Food Systems and Nutrition.
- Capacity development strategies and modalities tailored to target policy decision-makers at subnational levels and across different sectors using videos, policy orientation webinars and other tools for rapid consumption and access (i.e. bite-sized learning materials).

Regulatory frameworks

- Capacities developed for regulating engagement with private sector entities in terms of: (1) identifying and mitigating potential negative consequences on diets (“Do no harm”); and (2) progressively enhancing healthy diets through improved availability, access and affordability of nutritious and safe foods.

Parliamentarian engagement

- Capacity development focused on building capacities to support legislative processes that prioritize nutrition and guide and oversee public sector policies and budget allocations with a view to ensuring long-term investments of adequate human and financial resources; this includes strong strategic management capacity in governments at subnational levels.

Capacity Development Roadmap to promote healthy diets

Focus on delivery and M&E, ensuring that learning and accountability are fully integrated, including through:

- Delivery of priorities identified in the Capacity Development Roadmap and monitoring of agreed results. Capacity Development Roadmap also used to advocate for a facilitated alignment of additional resources.
- Lessons learned on the delivery of the Capacity Development Roadmap and experience shared between stakeholders at all levels, with a focus on cross-country dissemination of good practices.
- Mid-term review of Capacity Development Roadmap conducted in 2022 to inform on better alignment with the revised Nutrition Strategy.

Outcome 6. Capacity within FAO

In an era of “nexus” approaches, food systems thinking and nutrition share a common need to work across conventional sector divides. FAO should therefore lead the way in integrating healthy diets into its work on reforming food systems, ensuring policy and programmatic coherence in implementing its vision for nutrition.

This calls for systematic engagement with relevant functional and technical divisions. The following implications for internal capacity development are envisaged:

- Prioritized roll-out and uptake of nutrition-sensitive programming guidance by FAO employees. This will require a tailored approach based on regular identification of needs, as well as the formalization of a corporate approach to mainstream nutrition into FAO programmes and projects.
- Periodic online webinars for different purposes (training, knowledge sharing and learning) to engage FAO employees across all levels in order to strengthen internal expertise and skills and to facilitate more effective corporate learning (for example, to unpack and visualize the main impact pathways to healthy diets using simple and practical language, as well as to collect, reflect and build user experience). Consultations highlighted the importance of generating a better understanding of FAO's approach to promoting healthy diets from sustainable food systems for the prevention of all forms of malnutrition in different contexts, and better use of food and nutrition-related information for planning, programming and monitoring purposes.
- Continued clarification and consolidation of roles and responsibilities to promote FAO's work in healthy diets from sustainable food systems by: (1) Creating a channel for cooperation across different levels within the new organigramme (for example, by reviewing the project concept notes pending for endorsement and holding regular updates with Nutrition Focal Points at different levels); and (2) ensuring allocation and prioritization of human and financial resources for nutrition mainstreaming work.
- Established and solid partnerships and initiatives with key game changers in FAO, including for example the FAO Investment Centre, which is involved in the formulation of investment projects and programmes implemented at the national level; internal Nutrition Champions at different levels, to support the mainstreaming of the Capacity Development Roadmap inside/outside FAO; and relevant communication teams in FAO.

Risks and assumptions

Risks

- Limited capacity of FAO decentralized offices to position FAO's work in the promotion of healthy diets from sustainable food systems, leverage synergies and manage trade-offs. Perception that FAO is losing out in relevant nutrition "coordination spaces".
- FAO's narrative on nutrition not clear on the pathways from production all the way through to consumption of improved diets.
- Capacity development not sufficiently oriented towards support to policy implementation, coordination and M&E capacities at the country level.
- Limited focus on uptake of knowledge and skills, resulting in the proliferation of materials that do not necessarily meet demands.

Assumptions

- Assigned human and financial resources to support the Capacity Development Roadmap implementation over the next 1–2 years.

- ESN tools and guidance (both existing and in pipeline) to be consolidated into one Toolbox and used to roll out the Capacity Development Roadmap implementation.
- FAO online platforms (for example, the FAO E-learning Academy and Communities of Practice) will be available in different languages to support the dissemination and uptake of capacity development resources.
- With the endorsement of FAO Senior Management, all levels of the Organization will work with and through partners to deliver capacity development results as part of the implementation of FAO's revised Nutrition Strategy.
- FAO will prioritize countries that have a high burden of malnutrition for strategic capacity development (human and institutional), to advance national nutrition agendas.
- FAO will optimize the quality of available capacity development resources and increase its focus on the uptake of knowledge and skills as a cost-efficiency approach to meet demands.
- FAO will systemize and analyse existing data to support planning and resource allocation for capacity development, while taking into account limitations in terms of data and evidence gaps.
- FAO will adapt teaching methods and identify learning entry points to respond to the mixed levels of experience and skill of capacity development target audiences.

Communication strategy

A communication strategy for the implementation of the Capacity Development Roadmap will be developed by the capacity development coordinators, to communicate key messages on the promotion of healthy diets and to inform, disseminate and promote the use of the resources, guidelines, e-learning modules and repurposed materials. For communication with the capacity development targets within FAO, priority will be given to the development of an advocacy resource toolkit for FAO Representatives, to help them explain the role of FAO in promoting healthy diets from sustainable food systems (including short briefs on the ten Key Messages and the ten Key Recommendations, and one PowerPoint Presentation for adaptation by regional and country offices). Capacity Development coordinators will work with ESN communication officers and relevant functional divisions to: (1) improve links and access to capacity development resources from the [FAO Nutrition homepage](#); (2) regularly update communication materials to promote capacity development resources; (3) ensure that capacity development resources are available in several languages to support uptake; (4) publish articles and updates regarding capacity development resources on the FAO Intranet to maintain momentum; and (5) produce videos/interviews based on feedback from users. For communication with the capacity development target audiences beyond FAO, priority will be given to identifying joint events and actions (planned and potential) through which to promote the dissemination and use of the resources (developed and in pipeline), in collaboration with/through key partners and initiatives that are actively engaged in promoting healthy diets.

Monitoring

The monitoring of the Capacity Development Roadmap's implementation will be addressed by the Monitoring, Evaluation, Accountability and Learning (MEAL) pillar of the Roadmap. Implementation will be monitored against a set of 5 to 7 indicators at output level (see Annex B). The definition and selection of MEAL indicators, (along with targets to be set), will be refined by the Capacity Development Task Force leading on the relevant knowledge management work, with a baseline to be established in the beginning of 2021.³²

The Capacity Development Roadmap should be seen as a living document, shaped by the partnerships, projects and mechanisms that are set in place to respond to the capacity needs with regard to promoting healthy diets from sustainable food systems.

Different avenues will be explored to support information and knowledge management to better capitalize on existing nutrition-related work, to ensure efficient and coordinated work on promoting healthy diets and improved nutrition at the country and regional level, and to facilitate reporting on FAO's work in nutrition (for example, through a database of nutrition-related work at the regional and country level, a shared workspace and more efficient use of the FAO website).

³² A periodic review system should be developed in line with the revised Nutrition Strategy.

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Glossary

The following is a glossary of terms used in the Capacity Development Roadmap, as excerpted from the forthcoming revised and updated Vision and Strategy for FAO's Work in Nutrition. Specific sources for relevant definitions are provided below.

Access to food [1]	The physical, economic and social ability to acquire food, at the individual or household level.
Child overweight and obesity (under 5 years) [2]	Overweight is weight-for-height greater than 2 standard deviations above the World Health Organization (WHO) Child Growth Standards median; and obesity is weight-for-height greater than 3 standard deviations above the WHO Child Growth Standards median.
Consumer behaviour [3]	The actions and/or decisions made by consumers at societal, household or individual levels, on what, where and how they procure, use and dispose of food and feed others (considering gender, age and social factors), as well as actions to promote changes in their food environments. Consumer behaviours are influenced by a complex myriad of factors ranging from personal beliefs to political structures.
Food affordability [4]	The price of a food, relative to the cost of other foods and/or population income.
Food availability [1]	The amount of food physically available for consumption over a reference period.
Food environments [5]	The physical, economic, political and sociocultural context in which each consumer engages with the food system to acquire, prepare and consume food. The key elements of the food environment that influence food choices, food acceptability and diets are: physical and economic access to food (proximity and affordability); food promotion, advertising and information; and food quality and safety.
Food loss and waste [6]	Food loss is the decrease in the quantity or quality of food resulting from decisions and actions by food suppliers in the chain, excluding retail, food service providers and consumers. Food waste is the decrease in the quantity or quality of food resulting from the decisions and actions of retailers, food services and consumers.
Food supply chain [5]	It encompasses all activities that move food from production to consumption, including production, storage, distribution, processing, packaging, retailing and marketing.
Food systems [5]	A “descriptive” concept, defined as the sum of all the diverse elements and activities, along with their interrelations, which together lead to the production and consumption of food. Food systems will generate food security outcomes, as well as a range of other socio-economic and environmental outcomes. There are three constituent elements: food supply chains, food environments and consumer behaviour.
Food systems approach [7]	A way of thinking and working that considers the food system in its totality, taking into account all the elements, their relationships and related effects.

Healthy diets [8]	Healthy diets are those diets in which the foods consumed are of adequate quantity and quality for achieving the optimal growth and development of all individuals and for supporting their physical, mental and social functioning and well-being at all life stages. They help to protect against malnutrition in all its forms, including undernutrition, micronutrient deficiency, overweight and obesity, as well as non-communicable diseases (NCDs) such as diabetes, heart disease, stroke and cancer. The exact make-up of healthy diets varies depending on individual characteristics (e.g. age, gender, lifestyle and degree of physical activity), cultural context, local availability of foods and dietary customs. They are diversified, balanced and safe, and should limit the intake of saturated and trans fats, added sugars and sodium. Healthy dietary practices start early in life – breastfeeding fosters healthy growth and improves cognitive development, and may have long-term health benefits. Safe and clean drinking water is also an important component of a healthy diet.
Malnutrition [1]	An abnormal physiological condition caused by inadequate, unbalanced or excessive consumption of macronutrients and/or micronutrients. Malnutrition includes undernutrition and overnutrition, as well as micronutrient deficiencies.
Micronutrient deficiencies [9]	The lack of vitamins, minerals and/or trace elements (required in small amounts) that are essential for the proper functioning, growth and metabolism of a living organism. Micronutrient deficiencies are also referred to as “hidden hunger”, as they may be difficult to detect based on a person’s physical appearance (people can suffer from micronutrient deficiencies while being of normal weight and height).
Non-communicable diseases (NCDs) [10]	The result of a combination of genetic, physiological, environmental and behavioural factors. The four main types of NCDs are cardiovascular diseases (heart attacks or strokes), cancers, chronic respiratory diseases (such as chronic obstructed pulmonary disease and asthma) and diabetes.
Overweight and obesity [1]	Body weight that is above normal for height; usually a manifestation of overnourishment. For an adult, overweight is defined as a Body Mass Index (weight in kilograms / height in metres ²) between 25 and 30, and obesity as a BMI of 30 or more.
People-centred [11]	Those approaches that put people – as individuals and in groups – at the centre of human development, both as beneficiaries and as drivers. This type of approach empowers people with the tools and knowledge to build their own communities, states and nations.
Sustainable food system (SFS) [7]	A food system that delivers food security and nutrition for all in a way that ensures the economic, social and environmental bases to generate food security and nutrition for future generations are not compromised. This means that: <ul style="list-style-type: none"> – it is profitable throughout (economic sustainability); – it has broad-based benefits for society (social sustainability); and – it has a positive or neutral impact on the natural environment (environmental sustainability).

Undernutrition [1]	The outcome of undernourishment and/or poor absorption and/or poor biological use of nutrients consumed as a result of repeated infectious disease. It includes being underweight for one's age, too short for one's age (stunted), dangerously thin for one's height (wasted) and deficient in vitamins and minerals (micronutrient malnutrition).
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- [1] FAO TERM PORTAL. Nutrition / ICN2 Glossary (www.fao.org/faoterm/collection/nutrition/en/)
- [2] WHO Factsheets. Obesity and overweight (www.who.int/news-room/fact-sheets/detail/obesity-and-overweight)
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- [10] WHO Factsheets. Noncommunicable diseases (www.who.int/news-room/fact-sheets/detail/noncommunicable-diseases)
- [11] (Adapted from) UNDP. People-centred Development. Annual Report 2010/2011 (www.undp.org/content/dam/undp/library/corporate/UNDP-in-action/2011/English/UNDP-in-Action-2011-en.pdf)

Annex A. FAO's guiding principles for nutrition and capacity development

As excerpted from the revised and updated Vision and Strategy for FAO's Work in Nutrition (FAO, forthcoming, a), and FAO's Corporate Strategy on Capacity Development (FAO, 2010).

Revised Vision and Strategy for FAO's work in Nutrition

1. People must be placed at the centre of food systems.
 2. No one can be left behind.
 3. Sustainable food systems are paramount.
 4. Efforts should build upon the progressive realization of the right to adequate food.
 5. Data and evidence are vital.
 6. Innovation is urgently needed.
 7. Working in partnership is essential.
 8. Policies and actions must be designed for regional and country contexts.
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Guiding Principles for capacity development

- 1 - Country ownership and leadership
 - 2 - Alignment with national needs and priorities
 - 3 - Use of national systems and local expertise
 - 4 - No "one size fits all" approach
 - 5 - Multilevel approach
 - 6 - Mutual accountability
 - 7 - Harmonization of action and partnership
-

A comprehensive portfolio of capacity development activities in FAO's work

FAO's broad portfolio of capacity development activities includes training and training of trainers (TOT), coaching and mentoring, organizational development, support to informal networks and South-South cooperation agreements. FAO increasingly works with national training institutes and universities to support the adaptation of new knowledge into existing curricula. FAO also supports organizations such as sector ministries to coordinate better among themselves and with others (including the private sector, farmer and producer organizations and civil society organizations) in multistakeholder processes. At the policy level, as a neutral convener, FAO supports policy dialogue and policy processes for the formulation and implementation of country-owned policies.

Capacity development support should be planned and sequenced strategically upfront, considering a thorough understanding of institutional functioning and performing, appropriate entry points and the best capacity development modalities, as well as curation of knowledge resources so that they can be adapted to targets/context. It can select from an ample choice of modalities, targeting multiple entry points across different capacity development dimensions, as follows:

1. Individual	2. Organization	3. Enabling environment
1.1 Training	2.1 Technical assistance	3.1 Public awareness campaign
1.2 Workshops	2.2 Training on organizational management	3.2 Media training
1.3 Seminars, webinars	2.3 Documentation, sharing of good practices	3.3 Learning events for policy- and decision-makers
1.3 Peer learning events	2.4 Interdepartmental exchanges	3.4 National or international days/events
1.4 Toolkits, guidance, manuals	2.5 Study tours	3.5 Supporting membership in global and regional bodies
1.4 Twinning, exchange visits	2.6 South–South learning	
1.5 ICT (e-learning, portals, etc.)		
1.6 Mentoring or coaching		

Annex B. Proposed indicators: tracking the Roadmap's performance

Note: indicators are to be refined through a baseline established by the end of 2020, and targets (for 2021–2025) to be set by mid-2021, along with responsible entities and means of verification. This will be part of the capacity development Monitoring, Evaluation, Accountability and Learning (MEAL) process for increased ownership and accountability of results, as aligned with FAO's Strategic Results Framework.

Outcomes (Revised Nutrition Strategy)	Reference capacity development outputs (Table 1)	Capacity development indicators
Data	1.1	Number and quality of capacity development activities to strengthen food systems assessments for healthy diets using food and dietary disaggregated data in support of nutrition-sensitive planning (e.g. with a focus on nutritionally vulnerable people within food insecure communities).
Evidence	2.1 2.2	Number and quality of capacity development activities that support the identification, assessment and analysis of win-win solutions and trade-offs. Number and quality of capacity development activities that support the diagnosis of the impacts of planned food systems policies and actions on healthy diets and other aspects of food systems, including knowledge management and documentation of good practices.
Coherence	3.1 3.2	Number and quality of capacity development activities implemented to support FAO in convening multistakeholder platforms at the regional and country level and/or partnerships/alliances to promote healthy diets from sustainable food systems as a major contributor in preventing of all forms of malnutrition.
Capacity	4.1 4.2 4.3	Number and quality of capacity development activities developed in response to requests from regional offices jointly / in collaboration with regional and country partners (with priority given to Hand-in-Hand Initiative [HiHi] countries).
Commitment	5.1 5.2	Number and quality of country strategic policy and programming documents developed with FAO's contribution that clearly align with FAO's corporate narrative on the role of healthy diets from sustainable food systems to prevent all forms of malnutrition.
Capacity within FAO	6.1 6.2 6.3	Number of FAO employees who complete the key e-learning modules on nutrition and food systems (and obtain the relevant badge or certificate) - An alternative or complementary indicator to consider, in consultation with the Office of Human Resources (OHR), involves the negotiation of compulsory training for all FAO staff, using a 20-minute tutorial on FAO's work in nutrition (summary overview of the revised Vision and Strategy for FAO's Work in Nutrition and its implementation plan, FAO's narrative on diets and nutrition, internal implementing structures and modalities, and implications for nutrition-sensitive programming in FAO). Number of FAO programmes jointly developed (with the support of ESN and Nutrition Focal Points) that promote healthy diets from sustainable food systems as a major contributor in preventing all forms of malnutrition (indicating clear pathways from food systems to healthy diets).

To implement the Capacity Development Roadmap,
we look for partners within and beyond FAO.

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