Tim Hudson | Senior policy adviser and specialist

Policy and public investment
Evaluation and strategic foresight
Knowledge, networks and communication

Work samples

Selected assignments

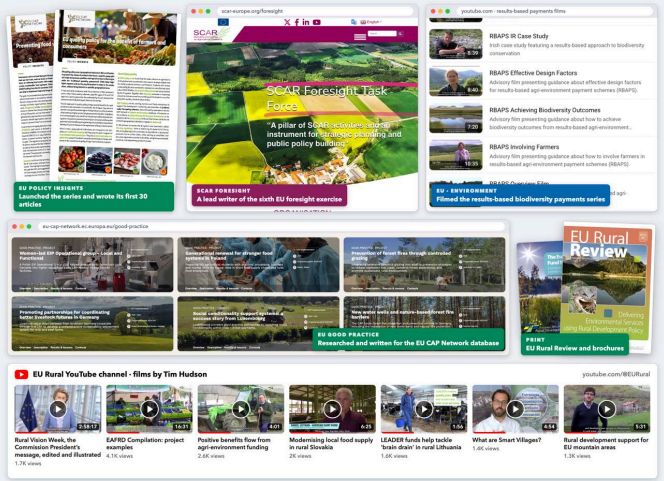
European Union · FAO · UNDP · European Investment Bank
1994 to today

WORK SAMPLES / SEVEN STORIES, EACH WITH WHAT IT OFFERS PROGRAMMES. SAMPLES 1 AND 3 TO 7 EACH END WITH PAGES OF THEIR OWN.

01

EU AND TEAM EUROPE · SINCE 1995

EU agrifood and rural development, from EU-wide policy networks back to LEADER



WHAT IT OFFERS

- LEADER and multi-fund programmes from the ground up
- Policy Insights, good practice and foresight
- Results-based payments, a nature finance tool

The latest work is as a lead writer of the sixth foresight of the EU's Standing Committee on Agricultural Research (SCAR) on healthy diets, circularity and diversity (2025–26) and EU Common Agricultural Policy Network Good Practice, with over 120 cases written and 100 more proofread each year, including a 2026 island set, after launching and writing its first 30 Policy Insights. For Team Europe in Uzbekistan (2021–23) it exported this EU expertise to the Ministry of Agriculture. From 2008 it shaped the EU rural network, its EU Rural Review magazine and project brochures. It began with EU regional, agricultural and fisheries funds across the Highlands and Islands, and in 1995 with a LEADER group around Loch Ness.

Recent Good Practice
Nature-based forest fire barriers and new water wells in Germany.
eu-cap-network.ec.europa.eu

Policy Insights
Protecting genetic resources, essential strategies for biodiversity.
eu-cap-network.ec.europa.eu

Rural Vision Week
The Commission President's message, edited and illustrated.
youtube.com

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EU AGRIFOOD AND RURAL DEVELOPMENT · AT A GLANCE

From SCAR foresight back to a LEADER group around Loch Ness

When	Work	Role
2025-26	SCAR Sixth Foresight Exercise on resilient food systems	A lead writer
2019-today	EU CAP Network, Policy Insights and good practice	Policy and good practice expert
2021-23	Team Europe, EU ASK Facility, Uzbekistan	Strategic Communications Advisor
2008-15	European Network for Rural Development, from its launch	Database, magazine, films
2000-04	Highlands and Islands EU programmes, ERDF, EAGGF and FIFG	Programme Manager
1994–2000	LEADER around Loch Ness	Evaluator, then coordinator

- **Evaluation and prizes.** 98 New European Bauhaus applications scored in 2026, Agricultural and Rural Inspiration Awards evaluator, and ex-ante and ex-post rural development evaluation.
- **EU-wide reach.** Over 120 good practice cases written and 100 more proofread each year, the first 30 Policy Insights and the EU's LEADER newsletter for several thousand readers.
- **Nature paid for results.** Films and toolbox input on paying farmers and herders for verified biodiversity results.
- **Places.** All 27 EU Member States, the Scottish Highlands and Islands, the Western Balkans through LEADER networks, and Uzbekistan through Team Europe.
- **A method others copied.** The European Commission's LEADER Observatory made a case study of the village strategies that fed regional planning and funding.

The next page shows 48 topics across this work, starting with food systems.

Tim Hudson | Senior policy adviser and specialist

Policy and public investment
Evaluation and strategic foresight
Knowledge, networks and communication

Work samples

Selected assignments

European Union · FAO · UNDP · European Investment Bank
1994 to today

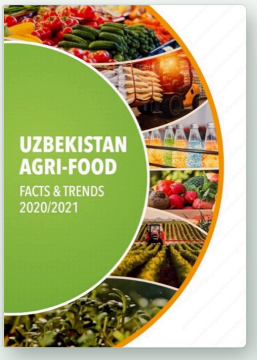
TEAM EUROPE AGRI-FOOD COMMUNICATION IN UZBEKISTAN / PUBLICATIONS, FILM AND WEBSITES FOR THE EU AGRICULTURE SUPPORT AND KNOWLEDGE (ASK) FACILITY, 2021 TO 2023

Exporting EU agrifood expertise to the Ministry of Agriculture, with the EU Delegation, through a communication strategy, publications, films and websites, helping deliver the Agri-food Development Strategy 2020–2030 alongside €33 million of EU budget support for the sector.

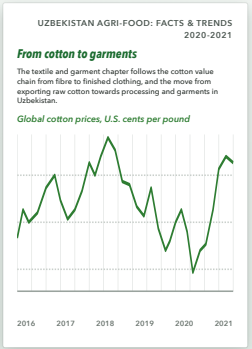
Facility 2020–2026, implemented by DT Global for the European Commission
Role Strategic Communications Advisor, short-term senior expert, 2021–2023
Partners EU Delegation to Uzbekistan and the Ministry of Agriculture

Uzbekistan Agri-food: Facts & Trends 2020/2021

The sector's first annual overview of data, trade, public support and value chains. Editorial and design advice from the reader's side, from cover to pull quotes.

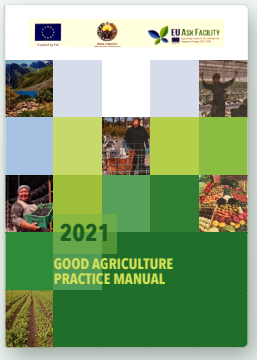




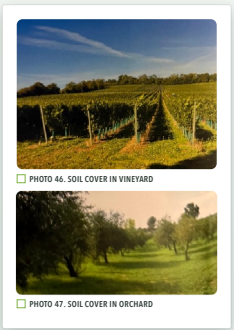


Good Agriculture Practice Manual 2021

Management rules for farmers and advisers on soil, water and nutrients, with a campaign for trainers, advisers, farmers and inspectors and some 3,600 copies planned in Uzbek, Russian and English.







Films for the EU Delegation and the ASK Facility

EU Ambassador interviews on the ASK Facility and ISCAD, and success-story films with ASK experts, subtitled in Uzbek, English and Russian.



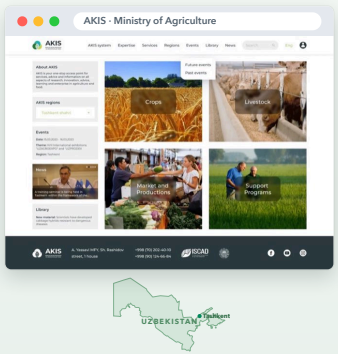
EU Ambassador: supporting Uzbekistan's agri-food sector



Better data for evidence-led policy

Ministry of Agriculture AKIS website

Design and troubleshooting for the AKIS website portfolio, a one-stop access point for farmers, agribusinesses, advisers and researchers.



- **Audience first** farmers, agribusinesses, advisers, researchers
- **Knowledge hub** crops, livestock, markets, support programmes
- **Regions** AKIS services across Uzbekistan's regions
- **EU good practice** from EU agri-food digital toolkits

Communication strategy

A plan for farmers and a "visibility machine" for requests, priorities and KPIs.



Communication plan for farmers



ASK visibility machine

CONTRIBUTION

- Communication strategy, handbook and work plans
- Visual identity for the ASK Facility, ISCAD and the AKIS Centre
- Editorial and design advice for Facts & Trends
- GAP Manual campaign: factsheets, testimonials and distribution
- Speech writing and media relations
- Films, media releases and the ASK leaflet
- Advice on financing models, from ex-ante needs to delivery

Working with EU Delegations
Close work with the EU Delegation in Uzbekistan on messages, public diplomacy and visibility for Team Europe support.

EU assistance for the Agri-food Development Strategy 2020–2030
Project page, 2020–2026 · dt-global.com

Tim Hudson | Senior policy adviser and specialist

Policy and public investment
Evaluation and strategic foresight
Knowledge, networks and communication

Work samples

Selected assignments

European Union · FAO · UNDP · European Investment Bank
1994 to today

48 TOPICS ACROSS EU AGRIFOOD AND RURAL DEVELOPMENT / FOOD SYSTEMS FIRST, THEN ECONOMIC, ENVIRONMENTAL, SOCIAL, GOVERNANCE AND FORESIGHT TOPICS AT POLICY, PROGRAMME AND PROJECT LEVEL, IN THE EU AND, THROUGH TEAM EUROPE, IN UZBEKISTAN

Food systems · Rural economy · Nature and land · Climate and resources · Communities and inclusion · Governance and delivery · Knowledge and networks · Foresight and data

- Food systems
- Food security and nutrition
- Farm competitiveness
- Agrifood processing
- Short supply chains
- Quality schemes
- Food labelling
- Food waste
- True cost accounting
- Impact metrics
- Food system resilience
- Rural business
- Rural tourism
- Bioeconomy
- Good agricultural practice
- Biodiversity
- Results-based payments
- Eco-schemes
- Agroforestry
- Soil health
- Water efficiency
- Carbon farming
- Climate mitigation
- Climate adaptation
- Renewable energy
- Circular economy
- Generational renewal
- Gender equality
- Social inclusion
- Rural services
- Smart villages
- Rural digitalisation
- LEADER
- Community-led development
- CAP Strategic Plans
- Farm advisory services
- Multi-fund programmes
- International partnerships
- Evaluation
- Good practice
- Policy Insights
- Strategic communication
- EU networks
- Knowledge exchange
- Innovation partnerships
- Agri-food research
- Strategic foresight
- Sector data and trends

Work samples

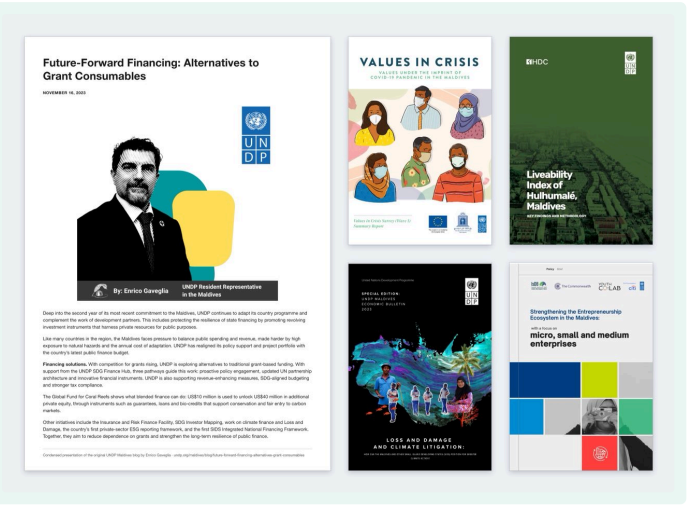
Selected assignments

European Union · FAO · UNDP · European Investment Bank
1994 to today

02

UNDP · MALDIVES, SERBIA, GEORGIA, BOSNIA AND HERZEGOVINA, LITHUANIA

UNDP country work, from climate finance and resilience to evaluation and support for EU accession



WHAT IT OFFERS

- Donor and stakeholder outputs in a UN country office
- Blended finance and small island resilience
- UN style and quality standards

Editorial advice to the Resident Representative shaped messages for donors, government and the public. Editorial work covered the blog Future-Forward Financing, on moving from grants to blended and revolving finance. Quality assurance covered the Economic Bulletin on Loss and Damage, the Values in Crisis report and a policy brief on small businesses. Earlier UNDP work in Serbia, Georgia and Bosnia and Herzegovina helped EU candidate countries use EU support well, while a review of all UNDP support in Lithuania found the gaps for a new grant fund.

Future-Forward Financing
Resident Representative's blog, 2023. Editorial work.
undp.org/maldives

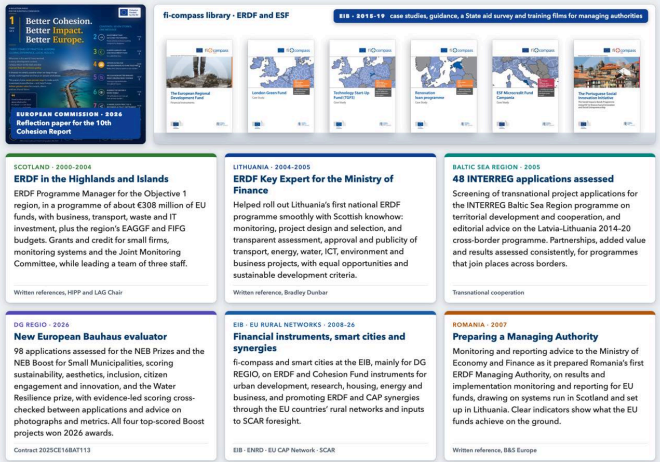
Loss and Damage
Economic Bulletin on climate litigation, 2023. Quality assurance.
undp.org · PDF

Values in Crisis
Survey report with the Maldives National University. Quality assurance.
undp.org/maldives

03

EU REGIONAL AND COHESION POLICY · SINCE 2000

EU regional development, from Objective 1 programmes to the New European Bauhaus



WHAT IT OFFERS

- ERDF programming, management and monitoring
- Cohesion and CAP synergies for places
- Evaluation of applications and programmes

The latest work includes a reflection paper for the 10th Cohesion Report and 98 New European Bauhaus applications evaluated for the Commission's regional policy department (DG REGIO). It builds on fi-compass at the European Investment Bank (EIB), serving mainly DG REGIO with financial instruments. Before that came EU accession support to ministries in Lithuania and Romania, and European Regional Development Fund (ERDF) programme management in the Highlands and Islands Objective 1 region. Contact Point work for the EU countries' rural networks has promoted Common Agricultural Policy (CAP) synergies throughout.

fi-compass
ERDF and Cohesion Fund guidance, case studies and films.
fi-compass.eu

New European Bauhaus
98 applications evaluated for DG REGIO in 2026.
prizes.new-european-bauhaus.europa.eu

Developing Europe's funding
Article on the ERDF's decades of investment.
linkedin.com

EU REGIONAL DEVELOPMENT · AT A GLANCE

From DG REGIO's New European Bauhaus back to Objective 1 ERDF management

When	Regional development work	Role
2026	Reflection paper for the 10th Cohesion Report call for evidence	Author
2026	New European Bauhaus Prizes and Boost	Evaluator
2015-19	EIB fi-compass, mainly for DG REGIO	Knowledge management lead
2008-15, 2019-today	EU rural network Contact Point, cohesion and CAP synergies	Policy and good practice expert
2007	Romania, Ministry of Economy and Finance, Managing Authority preparation	Monitoring expert
2005-06	European and Structural Fund help desk	Help desk officer
2005	INTERREG Baltic Sea Region, 48 applications	Assessor
2004-05	Lithuania's Ministry of Finance, first Structural Funds programme	ERDF Key Expert
2000-04	Highlands and Islands Objective 1, ERDF	Programme Manager

- **Suited to partnership plans.** Cohesion, CAP and financial instruments knowledge together, suited to national and regional partnership plans that bring EU funds into one plan per country.
- **Places and synergies.** Smart cities work for the EIB, and years promoting ERDF and CAP synergies through the EU countries' rural networks, articles and inputs to foresight for the EU's Standing Committee on Agricultural Research.
- **EU accession.** Helped Lithuania and Romania build the ministry systems to manage EU Structural Funds after accession.
- **Programme insider.** Direct responsibility for ERDF management under the Highlands and Islands Objective 1 programmes and Community Initiatives, covering business, transport, communications, waste and IT.

EU REGIONAL DEVELOPMENT · IN FOCUS, 2026

Better Cohesion. Better Impact. Better Europe.



WHAT IT OFFERS

- Practical ideas from programme experience
- Lessons from Objective 1 to worldwide work
- Policy made clear in eight visual pages

In July 2026 thirty years of practical lessons went into an expert contribution to the European Commission's call for evidence on the 10th Report on Economic, Social and Territorial Cohesion. The eight-page reflection paper offers seven practical ideas for the next generation of EU funding for regional cohesion, from investment that outlives the funding and Europe's one shared investment fund to rewarding what creates most change, sharing good practice as a policy instrument and protecting proven delivery vehicles. It draws on Objective 1 and LEADER in the Highlands and Islands, EU accession work and development work worldwide.

Read the contribution
Reflection paper and seven ideas, feedback reference F33511958.
ec.europa.eu

Call for evidence
The Commission's consultation for the 10th Cohesion Report.
ec.europa.eu

Cohesion reports
DG REGIO's reports on economic, social and territorial cohesion.
ec.europa.eu

Tim Hudson | Senior policy adviser and specialist

Policy and public investment
Evaluation and strategic foresight
Knowledge, networks and communication

Work samples

Selected assignments

European Union · FAO · UNDP · European Investment Bank
1994 to today

48 TOPICS ACROSS EU REGIONAL DEVELOPMENT / FROM OBJECTIVE 1 PROGRAMMES AND INTERREG TO URBAN DEVELOPMENT, SMART CITIES AND THE NEW EUROPEAN BAUHAUS

Regional economy · Places and infrastructure · Climate and environment · People and inclusion · Territorial cooperation · Governance and delivery · Policy and future

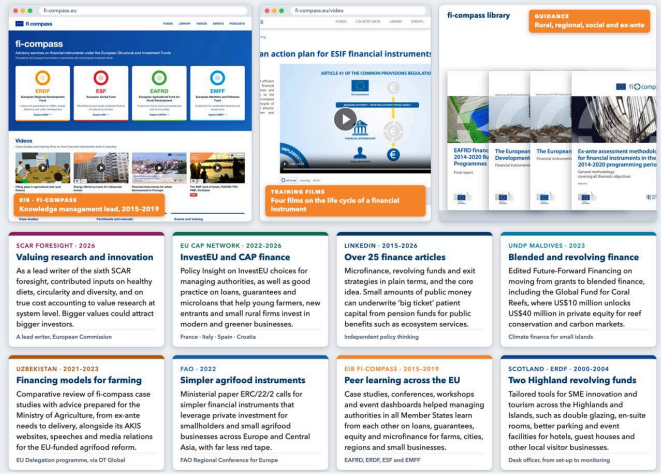
- SME growth
- Business support
- Research and innovation
- Smart specialisation
- Digital economy
- Entrepreneurship
- Tourism
- Access to finance
- Urban development
- Smart cities
- Housing
- Transport
- Broadband
- Waste management
- Water services
- Energy efficiency
- Renewable energy
- Climate adaptation
- Circular economy
- Biodiversity
- Nature-based solutions
- Green transition
- Social inclusion
- Skills and training
- Employment
- Gender equality
- Young people
- Health and services
- INTERREG
- Cross-border cooperation
- Transnational projects
- Baltic Sea Region
- Islands and remote areas
- Rural-urban links
- Managing authorities
- Programming
- Partnership principle
- Monitoring committees
- Project appraisal
- Monitoring and evaluation
- Results frameworks
- Financial instruments
- Cohesion-CAP synergies
- Community-led development
- New European Bauhaus
- National and regional plans
- Strategic foresight
- Multi-fund programmes

WORK SAMPLES / CONTINUED. FINANCIAL INSTRUMENTS, FROM ADVISING MINISTRIES AND THE EIB BACK TO EU REVOLVING FUNDS.

04

FINANCIAL INSTRUMENTS · EU, EIB, FAO AND UNDP

Financial instruments, from advising ministries and the EIB back to running EU revolving funds



WHAT IT OFFERS

- Loans, guarantees, equity and microfinance
- From ex-ante needs to delivery
- Blended finance explained to non-specialists

The latest work brought inputs on valuing research to the foresight of the EU's Standing Committee on Agricultural Research (SCAR) as a lead writer, alongside InvestEU analysis for the EU Common Agricultural Policy (CAP) Network, UNDP blended finance, financing models for Uzbekistan, simpler instruments in FAO ministerial papers and blended finance for Kazakhstan. It builds on fi-compass, the EU and European Investment Bank (EIB) advisory platform. It began in Scotland, with two European Regional Development Fund (ERDF) revolving funds for small firms and tourism in the Highlands.

Revolving rural funds
Article on lessons from EU revolving rural development funds.
linkedin.com

Developing an action plan
Ten-minute training film on the four phases of an investment instrument.
fi-compass.eu

fi-compass website
The platform today, with its library, films and events.
fi-compass.eu

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FINANCIAL INSTRUMENTS · AT A GLANCE

Seven strands of financial instrument work since 2000

When	Work	Role
2026	Inputs on valuing research, SCAR foresight	A lead writer
2022–26	InvestEU and CAP finance, EU CAP Network	Author
2023	Blended finance, UNDP Maldives	Editor
2021–23	Financing models for agriculture, Uzbekistan	Adviser
2022	FAO ministerial paper ERC/22/2	Technical Writer
2015–19	EIB fi-compass advisory platform and peer learning	Knowledge management lead
2000–04	Two ERDF revolving funds for SMEs and tourism, Scotland	Desk officer

- **Full cycle.** From ex-ante needs assessment and set-up to monitoring, guidance and training for managing authorities.
- **Every instrument type.** Loans, guarantees, equity, microfinance, blended finance, green bonds and patient capital.
- **Independent thinking.** 25+ articles, from microfinance in rural Europe to the core idea. Small amounts of public money can underwrite the risk of pointing 'big ticket' patient capital, from pension funds and other long-term investors, at public benefits such as ecosystem services.
- **Peer learning.** fi-compass conferences, case studies and four training films helped managing authorities across the EU learn from each other.
- **Agrifood focus.** Credit for farmers and agrifood firms, InvestEU choices for CAP managing authorities and finance for smallholders.
- **Islands and tourism.** UNDP blended finance for small island states, and Highland funds for hotels, guest houses and SME innovation.

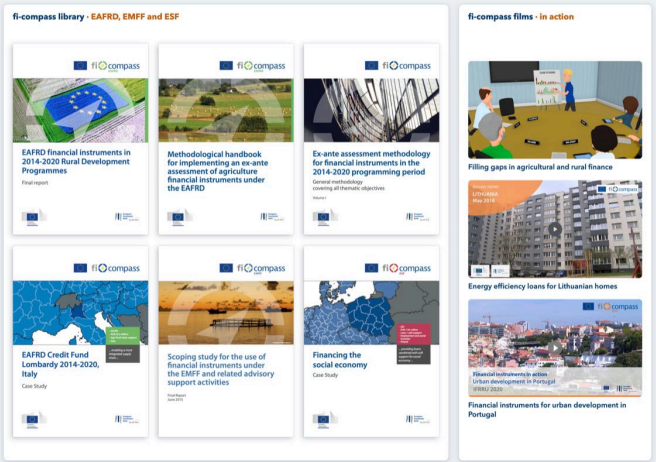
Written reference from the European Investment Bank available.

WORK SAMPLES / CONTINUED. FI-COMPASS IN FOCUS, THEN NATURE, CLIMATE AND BIODIVERSITY.

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EIB FI-COMPASS · IN FOCUS, 2015-2019

Peer learning on financial instruments for managing authorities



WHAT IT OFFERS

- Peer learning between managing authorities
- Case studies and films from real funds
- Guidance from ex-ante to winding up

fi-compass is the EU and EIB advisory platform on financial instruments under EU funds. From 2015 to 2019, knowledge management lead roles covered the website, publications, events and training films for managing authorities, with European Commission DGs and the European Investment Fund. It helped launch all fi-compass content on the European Agricultural Fund for Rural Development (EAFRD), for farms and rural businesses, with case studies and films from four countries on how loans, guarantees and equity work.

fi-compass library
Guidance, case studies and reports for managing authorities.
fi-compass.eu

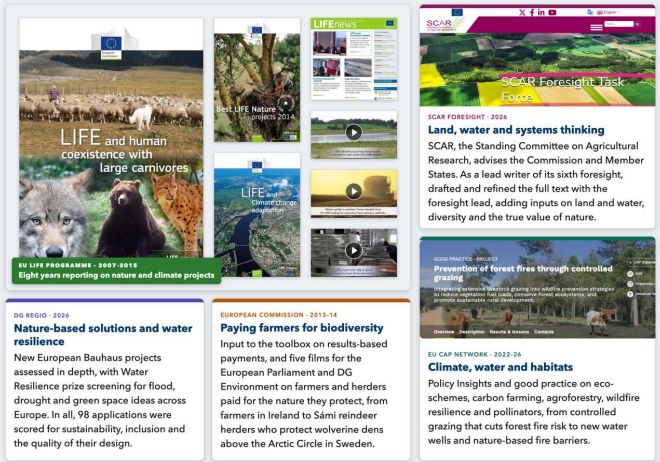
Filling gaps
Animated film on agricultural and rural finance.
youtube.com

Lithuanian homes
Film on energy efficiency loans for apartment blocks.
youtube.com

05

NATURE, CLIMATE AND BIODIVERSITY · SINCE 1994

Thirty years of nature, climate and biodiversity, from nature finance back to EU LIFE



WHAT IT OFFERS

- Nature and climate policy made clear
- Paying farmers for nature results
- Finance and evaluation for nature

The latest work screened New European Bauhaus projects for water resilience for the Commission's regional policy department (DG REGIO) and, as a lead writer of the sixth foresight of the EU's Standing Committee on Agricultural Research, added inputs on land, water, diversity and the systems value of nature. EU Common Agricultural Policy Network good practice covered eco-schemes, carbon farming, agroforestry and wildfire resilience, with climate work for UNDP and FAO. At its heart are eight years reporting on the EU LIFE programme and films on paying farmers for biodiversity, built on environmental science studies and rural and regional projects since 1994.

LIFE and large carnivores
Publication on living alongside bears, wolves and lynx.
PDF copy

LIFE publications
Best LIFE Nature projects, climate change adaptation and more.
cinea.ec.europa.eu

New European Bauhaus
Prize projects evaluated for DG REGIO.
europa.eu

WORK SAMPLES / CONTINUED. NATURE, CLIMATE AND BIODIVERSITY, LATEST FIRST, WITH THE EU LIFE PROGRAMME IN FOCUS.

NATURE, CLIMATE AND BIODIVERSITY · AT A GLANCE

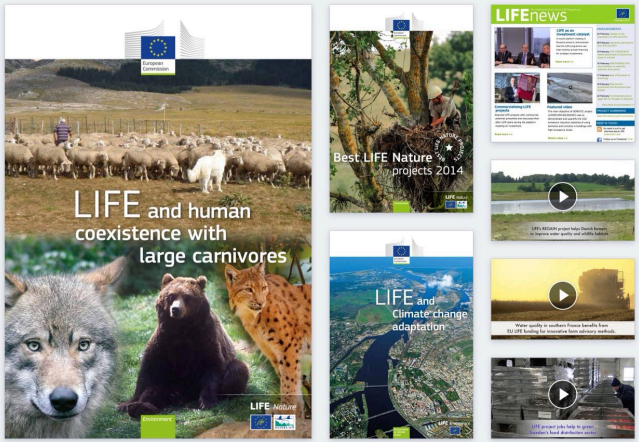
From nature-based solutions back to eight years of EU LIFE

When	Nature and climate work	Role
2026	New European Bauhaus, water resilience screening	Evaluator
2026	SCAR foresight, inputs on land, water and diversity	A lead writer
2022-26	EU CAP Network, eco-schemes and climate good practice	Author
2024	FAO climate brief, and plain-English Do No Significant Harm content for Arctik, a Brussels agency	Writer
2023	UNDP Maldives, climate finance and island resilience	Editor
2015-19	EIB fi-compass, climate and energy efficiency finance	Knowledge management lead
2013-14	Results-based payments for biodiversity, toolbox and films	Writer and filmmaker
2007-15	EU LIFE programme, nature, biodiversity and climate	Journalist

- **Water.** From New European Bauhaus water resilience and eco-schemes back to LIFE projects on rivers, wetlands and water quality.
- **Nature as an asset.** Finance for nature and climate, from inputs to SCAR foresight and UNDP climate finance back to European Investment Bank instruments.
- **Paid for nature.** Films for the European Parliament showed farmers and herders paid for the nature results they deliver, including Sámi reindeer herders protecting wolverines.
- **Living with large carnivores.** LIFE reporting on bears, wolves and lynx, with donor-level access to project applications and monitoring reports.
- **Farmed and wild animals.** Good practice and LIFE stories on pollinators, animal welfare and grazing that keeps habitats open.
- **Local to global.** From island resilience, FAO ministerial work and EU policy back to habitat and forestry projects in rural programmes.

EU LIFE PROGRAMME · IN FOCUS, 2007-2015

Eight years of nature and climate journalism for the EU's environment fund



WHAT IT OFFERS

- Monitoring reports turned into public stories
- Photo stories on biodiversity and climate
- Complex topics made clear for wide audiences

LIFE is the European Union's main fund for nature, the environment and climate action. From 2007 to 2015 the work contributed to its communication strategy and reported on its projects across Europe, through researched, photographed and written features, project stories, newsletters and thematic publications. Topics ranged from species, habitats and large carnivores to water, air, pollution, the circular economy and climate action, with donor-level access to project applications and monitoring reports. The films and LIFEnews brought the same projects to a wider public.

LIFE and large carnivores
Publication on living alongside bears, wolves and lynx.
PDF copy

LIFE publications
Best LIFE Nature projects, climate change adaptation and more.
cinea.ec.europa.eu

LIFE film library
Playlist of LIFE project films and footage.
youtube.com

Tim Hudson | Senior policy adviser and specialist

Policy and public investment
Evaluation and strategic foresight
Knowledge, networks and communication

Work samples

Selected assignments

European Union · FAO · UNDP · European Investment Bank
1994 to today

48 TOPICS ACROSS NATURE, CLIMATE AND BIODIVERSITY / FROM FINANCE FOR NATURE, WATER RESILIENCE AND RESULTS-BASED PAYMENTS BACK TO EIGHT YEARS OF EU LIFE AND HABITAT PROJECTS

Biodiversity · Land and soil · Water · Climate and air · Nature finance · Nature-based solutions and places · Delivery

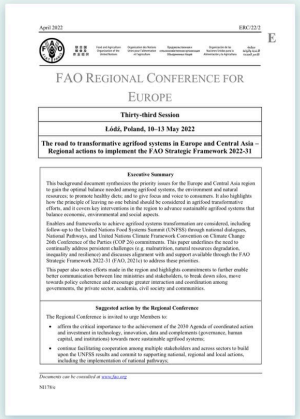
- Biodiversity
- Pollinators
- Natura 2000
- Habitat connectivity
- Species protection
- Genetic resources
- Marine life
- Large carnivores
- Agroforestry
- Carbon farming
- Soil health
- Forests
- Wildfire resilience
- Peatlands
- Agroecology
- River basins
- Water efficiency
- Wetlands
- Flood resilience
- Coral reefs
- Blue economy
- Water resilience
- Climate mitigation
- Climate adaptation
- Renewable energy
- Energy efficiency
- Climate plans
- Loss and damage
- Air quality
- Pollution control
- One Health
- Results-based payments
- Green bonds
- Blended finance
- True cost accounting
- Climate finance
- Urban nature
- Green infrastructure
- Circular economy
- New European Bauhaus
- Islands and mountains
- Sustainable farming
- Animal welfare
- Evaluation
- Good practice
- Policy writing
- Photo stories
- Films

WORK SAMPLES / CONTINUED. FAO LINKS CHECKED ON 13 NOVEMBER 2026.

06

FAO · EUROPE AND CENTRAL ASIA, 2021–2024

FAO and UN food systems policy, from climate action in 17 countries back to ministerial papers on healthy diets



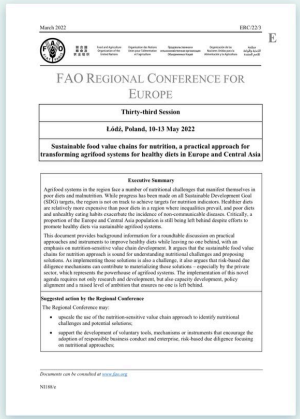
FAO REGIONAL CONFERENCE FOR EUROPE

Thirty-third Session

Łódź, Poland, 10–13 May 2022

The road to transformative agrifood systems in Europe and Central Asia – Regional actions to implement the FAO Strategic Framework 2022-31

Executive Summary



FAO REGIONAL CONFERENCE FOR EUROPE

Thirty-third Session

Łódź, Poland, 10-13 May 2022

Sustainable food value chains for nutrition, a practical approach for transforming agrifood systems for healthy diets in Europe and Central Asia

Executive Summary

WHAT IT OFFERS

- Ministerial and UN policy texts to FAO standards
- Evidence turned into actions for governments
- Food systems built into climate plans

The latest work distilled a mass of scattered data into the priorities that shaped Kazakhstan's Convergence Action Blueprint, the first pilot for FAO and the UN, and co-wrote a 2024 food and climate brief for 17 countries. Earlier technical writing for FAO's regional office in Budapest drafted a UN brief on the war in Ukraine's food impacts and core text for two ministerial papers at the 2022 FAO Regional Conference for Europe. One sets regional actions under FAO's Strategic Framework. The other shows how value chains can deliver healthy diets.

ERC/22/2
The road to transformative agrifood systems in Europe and Central Asia.
openknowledge.fao.org

ERC/22/3
Sustainable food value chains for nutrition.
openknowledge.fao.org

Kazakhstan pilot
First country in the UN food and climate Convergence Initiative.
unfoodsystemshub.org

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FAO · FIVE ASSIGNMENTS AT A GLANCE

Five assignments that reached ministers, UN teams and 53 countries

When	Output	Role
2024	Kazakhstan Convergence Action Blueprint, first pilot country	Distilled a mass of scattered data into the priorities that shaped the national plan
2024	Aligning Food Systems and Climate Agendas, for 17 countries	Co-writer, food systems lens
2022	UN coalition brief on food impacts of the war in Ukraine	Storyline, outline and first draft
2022	ERC/22/2 The road to transformative agrifood systems	Wrote the working drafts through FAO review
2021	ERC/22/3 Sustainable food value chains for nutrition	Researched and wrote the first full draft

- **Writing that reached ministers.** About four in ten sentences in the cleared ERC/22/2 paper open as in the draft, including its call to make agrifood systems "better prepared, adaptable and autonomous".
- **Wide scope.** Nutrition and healthy diets, value chains and trade, smallholders and extension services, livestock, climate plans, resilience to war and shocks, gender and leaving no one behind.
- **Many partners.** FAO in Budapest and Rome, the UN coalition on food systems and its agencies, the UN Food Systems Coordination Hub. Built on the Rome-based agencies, the Committee on World Food Security, OECD and Chatham House.
- **First pilot country.** Kazakhstan's Blueprint brings agriculture inside national climate policy, rather than the other way round. Distilling a mass of scattered data helped set its priorities and see it through to completion.
- **Places.** Western Balkans, South Caucasus including Georgia, Central Asia, Türkiye, Ukraine and Moldova.

The 2022 coalition brief and the 2024 climate brief were drafts for FAO. Their publication is not confirmed, so they are described here but not shown.

Tim Hudson | Senior policy adviser and specialist

Policy and public investment
Evaluation and strategic foresight
Knowledge, networks and communication

Work samples

Selected assignments

European Union · FAO · UNDP · European Investment Bank
1994 to today

48 TOPICS ACROSS FIVE FAO ASSIGNMENTS / FROM CLIMATE PLANS, REVOLVING AND BLENDED FINANCE, RESILIENCE AND INCLUSION BACK TO HEALTHY DIETS AND VALUE CHAINS, ACROSS ALL 53 MEMBER COUNTRIES OF FAO IN EUROPE AND CENTRAL ASIA, WITH MINISTERS AND UN COUNTRY TEAMS

Nutrition and diets · Value chains and trade · Farming and land · Climate and environment · Resilience and crises · Inclusion and livelihoods · Governance and delivery

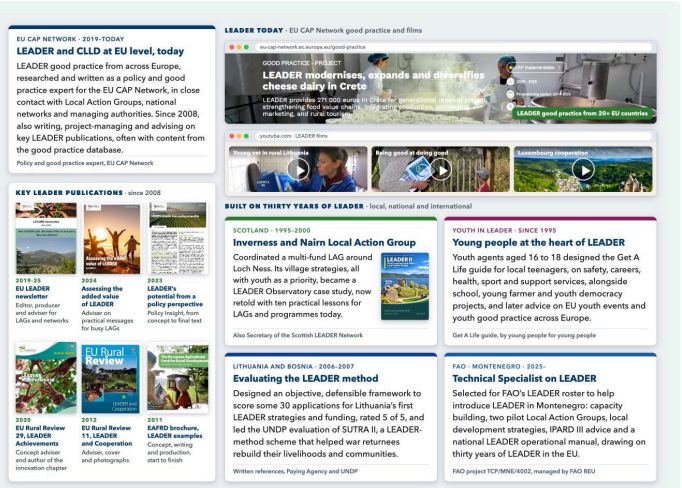
- Healthy diets
- Ending hunger
- Tackling malnutrition
- Food safety
- Protein transition
- Consumer choice
- Value chains
- Responsible investment
- Due diligence
- Open trade
- Quality labels
- Food loss
- True cost
- Family farms
- Extension services
- Livestock transition
- Fisheries, aquaculture
- Forests, wetlands
- Soil health
- Water use
- Agroecology
- Climate plans
- Emission cuts
- Climate adaptation
- Climate finance
- Biodiversity
- One Health
- Revolving finance
- Blended finance
- Crisis recovery
- War impacts
- Supply resilience
- Strategic foresight
- Social inclusion
- Gender equality
- Young people
- Social protection
- Rural livelihoods
- Urban planning
- Policy coherence
- National Pathways
- UN coordination
- Systems thinking
- Data, digital
- Agrifood innovation
- Results accountability
- EU lessons
- Regional cooperation

WORK SAMPLES / CONTINUED. LEADER AT EVERY LEVEL.

07

LEADER · COMMUNITY-LED LOCAL DEVELOPMENT (CLLD) SINCE 1994

LEADER today with the EU CAP Network, built on thirty years of LEADER at every level



WHAT IT OFFERS

- Multi-fund Local Action Groups: ERDF, ESF, EAGGF
- Transnational cooperation that lasts
- Youth participation led by young people

The latest work is LEADER good practice for the EU Common Agricultural Policy (CAP) Network, in close contact with Local Action Groups, national networks and managing authorities, building on writing, managing and advising on key LEADER publications since 2008, from the EU LEADER newsletter to the EU Rural Review. It also covers an FAO roster for Montenegro, and earlier scoring of Lithuania's first LEADER strategies and a LEADER evaluation in Bosnia. It began in 1994 around Loch Ness, with a Rural Innovation Programme, village strategies that became a LEADER Observatory case study and the Get A Life guide by youth agents.

EU LEADER newsletter
The EU's official LEADER newsletter, edited and produced 2019–2025.
eu-cap-network.ec.europa.eu

LEADER evaluation guidelines
Assessing the added value of LEADER (2024): adviser on practical messages for busy LAGs.
eu-cap-network.ec.europa.eu

FAO LEADER roster
International Technical Specialist on LEADER for Montenegro, 2025 onwards.
fao.org

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LEADER · AT A GLANCE

Thirty years of LEADER at every level, from the EU and the UN back to villages

When	LEADER work	Role
2025–	FAO LEADER roster, introducing LEADER in Montenegro	LEADER specialist
2022–26	LEADER good practice, many on youth, and Policy Insight	Author
2019–25	EU LEADER newsletter for LAGs, networks and the Commission	Editor and producer
2007	UNDP SUTRA II, Bosnia and Herzegovina	Team leader
2006–07	Lithuania's first LEADER strategies, about 30 applications	Scoring framework, 5/5
1995–2000	Scottish LEADER Network	Secretary
1995–2000	Loch Ness Local Action Group, multi-fund	Coordinator
1994–95	Inverness and Nairn LEADER II strategy	Ex-ante evaluation
1993–94	MSc thesis on bottom-up rural development support	Researcher

- **Young people first.** Youth agents aged 16 to 18 designed the Get A Life guide for local teenagers: safety, careers, health, sport and a directory of support services. Later, EU youth events and good practice.
- **EU level.** Work with the EU's LEADER governance bodies and community-led local development (CLLD) stakeholders across Europe, from Local Action Groups to cooperation projects.
- **Transnational cooperation.** The Loch Ness group's transnational youth work became the basis of a regional LEADER+ programme, and support for LEADER cooperation projects has continued since, as in Working towards LEADER transnational cooperation.
- **Films.** LEADER films on a young vet who stayed in rural Lithuania, on LEADER cooperation backed by Luxembourg's rural network, and on why the LEADER method works.
- **Award evaluator.** LEADER projects from across the EU assessed for the Agricultural and Rural Inspiration Awards.
- **In a reference.** "Equally adept at shaping partnerships and processes at strategic level, as well as providing sound practical advice at the grass roots." Rural Inverness and Nairn Local Action Group.