



SHARED LEARNING FOR FOOD SYSTEMS TRANSFORMATION

Working Group on Support the Implementation of National Pathways



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One Planet Network Sustainable Food Systems Programme SHARED LEARNING FOR FOOD SYSTEMS TRANSFORMATION

BRIEFING NOTE 1:

INCLUSIVE MULTI-STAKEHOLDER COORDINATION FOR MEANINGFUL IMPACT WHAT WORKS. HOW TO SUPPORT MORE.

STORIES OF PRACTICE, LEARNING AND CHANGE FROM UGANDA

Fredrick Edward Walugembe, Moreen Nyakata, Agnes Kirabo, Martin Maku, Grace Bunanukye Bwengye, Khamutima Tumwebaze, Jean-Marie Byakweli, Edward Tanyima, Boaz Keizire, Jamie Morrison, Carmen Torres Ledezma (UNEP), José Valls Bedeau, Karel Callens, Jacopo Schuerch, Tommaso Mattei, Darren C Brown and Esther Wieggers

ORIENTATION

Summer 2023, the One Planet Network Sustainable Food Systems Programme hosted a virtual dialogue and learning event entitled *INCLUSIVE MULTI-STAKEHOLDER COORDINATION FOR MEANINGFUL IMPACT WHAT WORKS. HOW TO SUPPORT MORE.*

This comprehensive briefing note is a compilation of the key messages and learning insights discerned both in pre-session discussions and during an accompanying virtual event. A two-page Summary “Nudge” Note is also available.

PREAMBLE

Steering food systems transformation towards a sustainable path: the importance of joint learning and dialoguing

The UN Food Systems Summit (UNFSS) called for a major transformation of food systems to address the challenges the world faces today. At country level, national governments have conducted national dialogues ahead of the Summit, leading to national pathways for transforming food systems. These pathways reflect how each country envisions achieving its national food systems vision and serve as points of reference across government and development partners in the coming years. But what does it take for a country to steer its ongoing food systems transformation towards a sustainable path and to making these pathways operational through programmes and projects? And how can support providers best accompany countries with this process?

There is still a big gap between what is needed to steer ongoing food systems transformation towards a sustainable path and actual realities on the ground. Bridging this gap takes time, in which learning, open dialogue, co-generating a better understanding of the issues at stake and finding the right entry points and opportunities should be central.



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This Briefing Note shares some of the learning insights around operationalising inclusive multi-stakeholder coordination for food systems transformation generated at the virtual learning event co-organised by Sustainable Food Systems Programme of the One Planet Network and the UN Food Systems Hub (Box 1).

The rise of multi-stakeholder mechanisms to coordinate pathway implementation

As a result of the UNFSS, many multi-stakeholder coordination mechanisms emerged to help countries implement their pathways. In Uganda, a National Food Systems Coordination Committee (NFSCC) was set up in late 2022 to oversee and coordinate the implementation of the country's food systems agenda (Box 2). While in many countries, like Uganda, new food systems multi-stakeholder institutional arrangements are emerging at various levels and are in the process of becoming fully operational, often these structures need to expand membership to non-conventional ministries, civil society, consumer organisations, farmer representation, youth, and the private sector; continue and broaden participation in the dialogues started in preparation for the UN Food Systems Summit; and support the further unpacking of the food systems agenda at the sub-national level.

But what does it take for a country to facilitate multi-stakeholder coordination for food systems transformation involving different core public and non-public institutions and to making these institutional arrangements operational and inclusive? What are practical options for strengthening multi-stakeholder engagement at different government levels? How to best enhance the inclusion of all views and voices in food systems coordination and dialogue; how to enhance capacity to voice; and how to overcome power imbalance in dialogue? And how can support providers best accompany countries in this process?

Bringing different stakeholders at different levels and with different agendas together, building consensus, balancing power and conflicting interests, eliciting cooperation, solving conflicts among stakeholders, keeping different stakeholders on board, having open and inclusive dialogues etc is really hard and easier conceptualised than implemented. **How to make it work, how to best support and what can we learn from each other?**

Box 1: Strengthening inclusive multi-stakeholder coordination for meaningful impact in Uganda: virtual learning event

A moderated virtual learning, zooming in on food systems coordination in Uganda, was organized to provide a space for open dialogue and learning for national convenors and the ecosystem of support. The learning event was anchored in diverse stories of practical experience lived in Uganda, including that of the National Food Systems Coordination Committee, the National Planning Authority, the Food Rights Alliance, the Young Farmers Champions Network and the Private Sector Foundation Uganda. The positive stories platformed demonstrated impactful coordinating efforts and focused on mutually shared accountability; identifying opportunities and coordinating food system transformation actions across pre-existing and complementary frameworks and processes; mobilising voice instead of noise; coordinating among the youth across country boundaries; and coordinating the private sector across the food value chain. Participants from across the globe were invited to reflect on what they heard from their own perspectives and engage in a shared learning experience. **This Briefing Note is a compilation of the key messages and learning insights discerned both in pre-session discussions and during an accompanying virtual event. A two-page Summary "Nudge" Note is also available.**



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KEY INSIGHTS, MESSAGES and LEARNING to ACTION

Youth are tapped in and sense when opportunity knocks

ANCHOR STORYTELLER: Moreen Nyakato, Agripreneur, Founder/Managing director Greco Organic Farm in Kabarole District, Western region, National Youth champion (YOUTH INSPIRING YOUTH IN AGRICULTURE) Coordinator for Young Farmers Champions Network for Toro Sub region and Youth Representative at the District Nutrition Coordination Committee (DNCC).

Greco Organic Farm is a social enterprise that utilises small spaces to set up networked organic gardens. Vegetable growing and processing, vermiculture, mushroom growing as well as skilling in Agribusiness. Young Farmers Champions Network is a network of young farmers that works to improve youth agribusiness ideas into sustainable youth-led agribusiness enterprises.

STORYLINE: Greco Organic farm is a link match with Waribe UK, an online African food groceries chain that works in partnership with Waribe Limited in Uganda. Coordinated efforts with diverse multi-sector players, FAO and the Uganda Diaspora in Agribusiness Network (UDAN) held the first-ever Uganda diaspora-youth agribusiness matchmaking conference in July 2022 in Kampala. Greco Organic farm is a link match with Waribe UK, an online African food grocer that works in partnership with Waribe Limited in Uganda.

Overview: There has been minimum participation of the youth in some components of the food systems, especially in production, due to issues of climate change, limited capital, limited or no access to land as well as lack of finance to invest in agriculture.

However, youth are preferring participating in other components of the food systems such as transportation/distribution, value addition, marketing, storage/ warehousing and agri-skilling. Others have picked interest in less intensive work such as vermiculture, rabbit farming and vegetable production. Young people have mainly practiced vegetable production where they supply hotels and restaurants hence being able to get money to study and look after their families.

Insights and Learning ... and how to support more?

1. Greco Organic Farms coordinated registration with DIT (Directorate of Industrial Training) where youth are certified after being skilled in relevant and specific agri-trainings.
2. Advancing gender equality and strengthening youth inclusion in the economy is achieved by reaching into the rural communities to work with young women farmers to produce organic, and nutritious produce for communities as well as for market.
3. Solar drying tunnels are climate-smart!
4. Support in skilling youth in food transformation systems. As youth leaders in different aspects of agricultural production and agri-added value chain, support to skill-up youth to learn different value chains of food transformation systems.



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5. Land for expanding Greeco Organic Farms enterprise has been secured. A demonstration farm for learning purposes with different enterprises like vegetable and herb growing, value addition, mushroom growing, insect farming (vermiculture and black soldier flies). However there is still a challenge of infrastructure (i.e. classes and hostel) to host more youth from different regions for learning.

6. Empowering Moreen (and young agripreneurs) as leaders would help motivate more youth into food systems transformation. Moreen is an example that it is possible for the youth to engage in food systems transformation.

RESPONDENT: Tumwebaze Khamutima. Young Farmers Champions Network (YOFCHAN) is a network of young farmers champions working together as agricultural ambassadors and role models in local communities of Uganda. It was founded by successful young farmers as a platform to use their power and advocate for enabling environment, promote positive images and perceptions of farming among the youth through providing real life examples to young people who have not considered farming as a decent and gainful business. YOFCHAN equips and prepares its champions through mentorship programs, linkages (finance and market, agro-insurance, legal services and other opportunities), and also equips them with unique insights into all aspects of the agricultural value chain.

PROVOKING FURTHER INQUIRY: How do national and other food systems coordination mechanisms add value to, and support youth to unblock some of the challenges mentioned that youth face? What is the practical experience in getting from youth "voices heard" to "actions taken", i.e. in the form of policy change, investment mobilisation, etc.?

"Farm to Fork" flipped on its head as "Fork to Farm"

ANCHOR STORYTELLER: Martin Maku, Sector Coordinator Agriculture, Agribusiness and Forestry, Private Sector Foundation Uganda. Private Sector Foundation Uganda (PSFU) is Uganda's apex body for the private sector. It is made up of over 320 business associations, corporate bodies and the major public sector agencies that represent the interests of over 3 million business establishments (Micro, Small, Medium, and Large Enterprises) in Uganda clustered into 12 sectors of the economy.

The 12 sectors represented at PSFU include Manufacturing; Trade and Commerce; Agriculture, Agribusiness and Forestry; Professional Services; Transport and Logistics; Tourism and Hospitality; Finance, Banking and Insurance; Minerals, Energy, Oil, Gas and Extractives; Construction and Real Estate; Human Resource (Skills, Health, and Education); Culture and Creative Arts. Since its founding in 1995, PSFU has served as a focal point for private sector advocacy as well as capacity building and continues to sustain a positive policy dialogue with Government on behalf of the private sector.

Martin represents private sector on the NFSCC.

STORYLINE: "Rethinking 'Farm to Fork' as 'Fork to Farm'" Linking domestic, regional, and international markets directly to Uganda's Lead Firms under the Lead Firm Structure Project and ensuring national and international food safety standards are reached through coordinated efforts with Uganda's Standards Bureau.

Overview: The Private Sector Foundation Uganda coordinates the actions of 52 agricultural associations across Uganda.

Insights and Learning

1. The “Lead Firm Structure” encourages partnerships between established Ugandan companies (national and international) that have international connections, to link directly with Ugandan farmers, Micro Small and Medium Enterprises (MSMEs) and Business Member Organisations (BMO) to define new markets. The Lead Firm Structure seeks to increase production, productivity and develop value-added agricultural products.
2. Value Added Inputs > Value Added Outputs. PSFU recognises the need of top value-added processing and packaging ~ make it look good on the shelf. Quality outputs requires quality inputs (seed + fertiliser + water) and PSFU strives to negotiate fair fertiliser prices (collective bargaining power) as well as ensure seed stock is regulated and safe. Quality and value-added outputs (produce) also ensure equitable income, advance gender and youth equality and operate within environmentally sustainable practices.
3. Household and Community Food Security. Rather than produce and sell everything as cash crop/commodity, households are encouraged to keep a portion of their crop for their own food purposes.
4. The Lead Firm Structure under the “Young Africa Works Programme” by the Mastercard Foundation Uganda works *for advancing gender equality and youth inclusion*. The project aims to create 300,000 jobs and 70% of the beneficiaries are women ~ including young women, single mothers, university graduates and school dropouts. Intersectionalities of women are represented.

PROVOKING FURTHER INQUIRY: On representation/voice of the private sector and its role in governance mechanisms; how can this be done more systematically, going from dialogue to actual change in practices, processes, etc?

Mobilising voice is very different than mobilising noise

ANCHOR: Agnes Kirabo. Food advocate: Agnes Kirabo is the executive director of Food Rights Alliance. She is the recipient of the Food Systems Award 2022 of the Annual Agriculture Awards in Uganda. A seasoned food and agriculture policy analyst, Kirabo is also chairperson of Scaling Up Nutrition Civil Society Network (SUNCSN) in Uganda and the regional president for the African Women in Animal Resources Business and Farming (AWARFA) Eastern Africa. Preliminary sharing: 07 June 2023.

STORYLINE: “Mobilising voice is not the same as mobilising noise.” Authentic inclusion of Ugandan CSOs (particularly rural CSOs) into the national leadership track advancing food systems transformation.

Overview

A Ugandan story of full and meaningful engagement between the CSO sector, government, and other key players to strengthen awareness and “buy-in” to food systems transformation. Ugandan CSOs sit as equals and work internally with government. The discussion table is an inclusive and structured space where CSO participation is welcomed, however that demands CSO voice is prepared.

Insights and Learning

1. Mobilising voice is very different than mobilising noise.
 - ✓ Full inclusion in the structured space of meaningful discussion and decision making (IE: with government) demands being well prepared ~ informed; speaking from point of most valued and experienced perspective; knowing where and when influence is best leveraged.
 - ✓ Leveraging the CSO mechanism means mapping rural and urban CSOs to determine who best influences where and how specific and unique added value might be best leveraged.
 - ✓ Mobilising diverse voices of rural farmers is strengthened when each actor knows their key message and where it has most influence.
2. Maintaining gains and efforts hang in the balance.
 - ✓ “Food Systems Transformations” ... people have bought into the idea, however, work needs to be done around fully understanding the changes, actions and implications required to realise the concept.
 - ✓ People have demonstrated a willingness to work well beyond the mandate, but resources are short and momentum might be waning.
 - ✓ Turnover and moving on are “norms” amongst members of the CSO community ~ this requires constant onboarding and re-orientation. Significant capacity strengthening support is required.

PROVOKING FURTHER INQUIRY: Great points about pre-conditions for effective" governance: not just inclusive process, but capacity to voice views, focus on positive changes, common and diverse understanding of the food system, etc. Good message for the support organisations on where to focus investment and effort to improve governance.

As we consider the voice rather than the noise, the voice should be competent, structured, and meaningful. Bringing civil society into multi-stakeholder initiatives working on food systems is so important! Recent findings indicate, in particular, CSOs have a very important agenda-setting role, and some of them, such as consumer associations, can be credited for bringing environmental issues in the work of these mechanisms.

COVID 19 “bright spot”

Unique learning insight

One “bright spot” concerning COVID19 is the openness to using new web-based mechanisms to mobilise and coordinate voices virtually. Civil society, farmers’ organisations, research institutions, private sector, youth, and other diverse organisations can be quickly brought together in timely fashions.

Suspend the question of how to reach the sub-national level, rather ask who at the sub-national level has established reach

ANCHOR STORYTELLER: Grace Bwengye. Planner, Agriculture. National Planning Authority of Uganda. The NPA’s mission is to foster socio-economic transformation through establishing development planning systems and producing comprehensive and integrated development plans. The role of NPA is to produce comprehensive and integrated development plans for Uganda elaborated in terms of the perspective Vision, Long and Medium-Term



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Plans. With Uganda's PMO, the NPA is a co-convenor of Uganda's food system transformation process. Preliminary sharing: 12 June 2023.

STORYLINE: "We are not starting from scratch". Identifying opportunities and coordinating food system transformation actions across pre-existing and complementary frameworks and processes.

Overview

The National Planning Authority of Uganda has played a key role in integrating the food systems transformation process within existing planning systems. For example, this includes, but is not limited to, making sure that the food systems are linked to the Uganda's Second Nutrition Action Plan (UNAP 2) and various plans advancing the social and economic development of the country and livelihoods of Ugandans. Reviewing the third National Development Plan using a food systems lens.

Insights and Learning

1. Coordination efforts are guided by a diverse group of perspectives convened as the National Food System Transformation Committee. This group guides coordination. The following insights are shared:
 - ✓ Relationships. The government cannot facilitate this process alone, thus coordinating the actions of diverse players is highly valued. This includes a seat at the table for the Private Sector Foundation of Uganda.
 - ✓ Policy Environment. Recognition that the policy environment might have gaps raised the call for a comprehensive strategic analysis, specifically a human resource analysis. IE: Are the right human resources and financial resources in place? Coordinating efforts around securing an appropriate level of financing proves a significant task.
 - ✓ Evidence-based informing. Valuing the perspective of academia and research (particularly agricultural science). There is a seat at the National Food System Transformation Committee for academia.
2. Maintaining morale and momentum.
 - ✓ There is an awareness that morale and overall momentum might be waning since the UN Food Systems Summit. Interestingly, the co-convenor design offers a "policing" (peer accountability) mechanism to hold one another (as well as other committee members) accountable to do what they said they would do.
3. Youth inclusion ... but more could be done to integrate youth into the discussion and decisions.
 - ✓ Uganda is 70% youth. This raised the question of how to tailor agri-business for youth in a country where meaningful employment is a challenge. Two significant processes are at play: 1) Shifting mind sets. Working with youth to discourage out-migration by shifting the mindset that even if employment in field of study cannot be secured, agri-business might be a viable economic option. 2) Financing youth in agri-business demands innovative funding arrangements and loan schemes for youth start-ups. Traditionally "land" is used as collateral to access financing. Few youth have land title. This requires shifting the perception of collateral from a capital asset to a solid business venture asset. (IE: Innovative agri-business idea or reputable financial spread sheet seeming worthy of scaling up). On the flip side, it also means raising the level of risk sharing with financing mechanisms.
4. Working with the Parish Development Model as a practical entry point to working with local/sub-national government.



- ✓ The Parish Development Model can be considered the last (and probably most intimate) level at which people collectively come together. It is where very practical capital and resource investments can be made to the cooperative/collective. Examples include cold storage facilities, small processing facilities, financial investments, marketing know-how and assistance, food handling and safety training, etc.
- ✓ Within the Parish Development Model, citizens hold one another accountable.

The role of the national food systems convening platform is to nurture trust and embolden radical shifts

ANCHOR STORYTELLER: Fredrick Edward Walugembe, Commissioner Strategic Coordination and Implementation, Office of the Prime Minister and chairperson of the NFSCC
Preliminary sharing: 31 May 2023

STORYLINE: Holding mutually shared accountability to doing what we collectively agreed we would do within the timeline we publicly announced.

A Ugandan story of multi-governmental sector coordination to achieve impact in Uganda's improvement of nutrition in primary schools.

Overview

In ten to fifteen minutes, Edward Walugembe, chairperson of the NFSCC and of Uganda's PMO told an insightful and meaningful story of the role of "mutually shared accountability" as a significant aspect of coordinating efforts across diverse governmental sectors to achieve results in the initiative to improve nutrition in Uganda's primary schools. It is significant to note, Edward was able to sharply focus the story on "what makes coordination work to achieve results" rather than describe the nutrition in primary schools' initiative. This is a key potential strength to dialogue for learning and change ~ focus.

Uganda's nutrition in primary schools' initiative is led through coordination efforts across the PMO, MoA, MoF, MoH, MoE/S and municipal governments. The PMO oversees the coordination. At recent programme monitoring and learning convening, the improved nutrition at primary schools' programme demonstrates meaningful impact. It has been demonstrated the schools might be the best vehicle for delivering change; particularly because messages and practices addressing improved nutrition are carried, and shared, at home.

Insights and Learning

1. Areas of practice and learning that require on-going attention, public reflection, maintenance, and development:

- ✓ Building relationships of trust and demonstrated value.
- ✓ Learning what it really means to work together in the interest of achieving developmental results.
- ✓ Delivering on time and within the timeline mutually agreed upon.
- ✓ Shifting mindsets. This is unique ~ a realisation that each sector might unconsciously think it "owns" the initiative but shifting mindsets to understand that impactful results come from working together in a spirit of co-ownership of the initiative, the actions and the results.



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2. Areas of practice that support multi-governmental sector coordination:

- ✓ Supportively styled oversight by the PMO.
- ✓ Mutually developed operational guidelines/guidance.
- ✓ Honest and transparent messaging of “where we are in relation to where we expected to be”.
- ✓ Monthly monitoring and communication meetings.
- ✓ Boldly naming and fully engaging in conflicts upfront ~ addressing implementation bottlenecks as quickly as possible. (IE: procurement, dispersal of funds, etc.)
- ✓ Co-developing critical pathways of mutually reinforcing actions that address bottle necks / challenges and strengthen achieving impact.

3. Coordination is the organisation of the different elements of a complex body or activity or systems so as to enable them to work together, effectively, smoothly and efficiently. In Uganda the Coordination Policy 2016 guides us to leave no one out of government business. It is A Whole of Society Approach

In line with the Coordination Policy of 2016 the NFSTCC aims at ensuring Connectedness, Continuity and Communication of the Food Systems Transformation Agenda.

FST is such a complex issue which does not only take on the Whole of Government Approach but a Whole of Society Approach. Transformation is an Extremely Radical Change. Radical Game Changers/Champions are required.

Unique learning insight

In multi-governmental sectoral work, a perceived failure in one area might trigger an overall perception of failure. This is why honestly naming and fully engaging in conflicts upfront, and addressing implementation bottlenecks as quickly as possible is imperative to maintaining relationship trust and working together momentum. Delay in addressing bottlenecks and challenges in a prompt manner is detrimental to multi-sectoral coordination for impact. With this insight, coordinating and sharing risk mitigation is first addressed at the technical level. If no resolution is found at the technical level, it is quickly escalated to the policy level for discernment and decision.

PROVOKING FURTHER INQUIRY: Transformation (often) is radical, needing to break things, ... what would be an example in the Uganda context of such radical change that has taken/is taking place? How was this process accompanied as it obviously means there are winners and losers in such a change process?

Development partners can inadvertently disrupt country-level change intentions and processes

RESPONDENT: Boaz Blackie Keizire is the Head of Policy and Advocacy at the Alliance for a Green Revolution in Africa (AGRA). Keizire has spent over 15 years working in the areas of agriculture and natural resource policy, planning and analysis and rural development.

CONTEXT: Why coordination across diverse players for impactful food systems transformation really matters?



- ✓ Politics, policy and practice all underscore the efforts to nudge food systems transformation towards beneficial impact for people and planet. Issues of political economy are plenty.
- ✓ No one sector can make meaningful impact working alone. For example, the environmental sector might consider regenerative agriculture or forestry; the health sector food safety and nutrition; and the trade and transportation infrastructure “moves” food from X to Y, across town and across continents. Hence the case and need for transparent and trusting coordination of efforts for impact is now.
- ✓ Although our public sector might often be perceived to be at the fore of food systems transformation, non-government players, in fact all citizens have a meaningful role to play.
- ✓ The private sector and private financing institutions can act with measured swiftness and effectiveness to catalyse ideas into innovative actions.
- ✓ Civil society is best positioned to ensure diverse and meaningful voices are brought to the decision-making table, and participate in decision-making.
- ✓ Youth are a reservoir of untapped emerging ideas and energy governed only by hope. Elders hold traditional and indigenous knowledge and way of knowing that should not be dismissed.
- ✓ Development partners have technical know-how to offer but might need to own the disruption they can inadvertently activate within systems transformation work.
- ✓ The call for meaningful coordination across this diversity of players to achieve beneficial food systems impact is clear.

The fallacy of coordination hierarchy

PROVOKING FURTHER INQUIRY: Interesting how we are hearing the importance of governance/coordination at all levels, not just multistakeholder and multisectoral, but also within constituencies themselves (civil society, private sector, etc.) to enable a harmonious (and competent, meaningful) contribution to transformation. Is enough being done in this direction?

Challenges hampering broad participation can include the poor organisation of stakeholder groups, but also the absence of legal recognition of the right to participate; the absence of appropriate mechanisms to facilitate their participation; the lack of political will; and limited access to information and financial support. To encourage long-term meaningful engagement in MSC initiatives, it is crucial to strengthen the capacity of stakeholders, including their capacity for organisation, in particular for small producers, particularly women and young people. Building Block 3 of the UNEP-FAO-UNDP guide provides more insights into capacity-building for MSC engagement: <https://www.fao.org/documents/card/en/c/cc6325en>

Transformation is not an abstract thing at the systems level, it is personal, it starts with each of us as decision makers in our own right, in government, in private sector, as citizens. What's our own transformative pathway?

Research and knowledge-based organisations are important partners in MSC initiatives for continuous learning, knowledge development, monitoring, evaluation and generating research-related outputs for more evidence-based policymaking. How are we able to bring in traditional and Indigenous Peoples' knowledge too?



ENDNOTES

Box 2: The National Food Systems Coordination Committee of Uganda

Uganda effectively participated in the UNFSS and is considered a front-runner in advancing food systems transformation. As part of the country's engagements on the UNFSS, a series of independent dialogues were organized with different stakeholders at national and sub-national levels. A Road Map to guide the development process of a post-Food Systems Transformation Plan has been adopted and resources have been mobilized to support strategic policy analysis and the development of the Food Systems Transformation Plan.

To support the national efforts during the national food systems dialogues (NFSDs) and the UNFSS, a National Secretariat comprising key stakeholders from the public and private sector, UN agencies, development partners, academia and civil society was constituted within the Office of the Prime Minister (OPM). Having accomplished its main tasks of steering through the NFSDs and the UNFSS process, a need arose to further sustain an institutional mechanism as a means to effectively oversee and implement Uganda's Pathway and commitment to food systems transformation. As a result, the mandate of the National Secretariat was revisited and upgraded to the National Food Systems Coordination Committee (NFSCC) late 2022 to oversee and coordinate the implementation of the country's food systems agenda.

The NFSCC is housed within the OPM and brings together 17 ministries and national government institutions, and 1 representative each for civil society, private sector, academia, research, UN agencies, and development partners. The main objective of the NFSCC is to develop and implement the National Food Systems Transformation Plan. This includes among others support to multi-sectoral coordination of food systems across Uganda, including at local government level; strengthen monitoring and evaluation of food systems; support national awareness efforts on food systems transformation; facilitate partnership and resource mobilization; and provide national guidance and oversight on matters of food systems transformation.

Suggested further reading and materials:

UNEP, FAO and UNDP. 2023. *Rethinking Our Food Systems: A Guide for Multi-Stakeholder Collaboration*. Nairobi, Rome and New York. <https://doi.org/10.4060/cc6325en>.

Access Agriculture: a model which brings youth in the global south (including Uganda) as key actors in food systems transformation through digital extension and employment. See: <https://www.accessagriculture.org/our-young-entrepreneurs>

The **participation of civil society** can be achieved through different innovative mechanisms. A very nice example is the French 'Conseil National de l'Alimentation' with its citizen participation mechanism. See: <https://cna-alimentation.fr/debats-citoyens/>

Advocacy DECKs for CSOs and **Rights holders on Food Systems and Human Rights** by IIRR and other CSOs. See: https://www.canva.com/design/DAFI4Ln5Lc8/1elJzd9b52BYER6WXI8xpw/edit?utm_content=DAFI4Ln5Lc8&utm_campaign=designshare&utm_medium=link2&utm_source=sharebutton

The **importance of worker rights:** ILO recently adopted Policy Guidelines for the Promotion of Decent Work in the Agri-food System. See: https://www.ilo.org/sector/Resources/codes-of-practice-and-guidelines/WCMS_873895/lang-en/index.htm and <https://decentworkinfoodsystems.org/>.

Under the DINU (Development Initiative in Northern Uganda), the START (Support to Agricultural Revitalization and Transformation) Facility provides **affordable finance** (grants, loans and guarantees) and Business Development Services **to finance Small and Medium Enterprises** value adding projects in agriculture - a **model** that could be scaled up. See: <https://www.uncdf.org/uganda/dinu>.