National and Sub-national Food Systems Multi-Stakeholder Mechanisms:
An Assessment of Experiences

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Annexes

Annex 1: Methodology of the research

1. Stage 1: Selection of the 10 case studies

The first stage was the selection of the cases, and it was carried out in 6 steps. The following section gives an overview of the research steps and the methodological tools used.

Step 1: Phase 1 of literature review and informal expert consultations to identify potential case studies

In order to identify existing SFS MSM cases worldwide at national and sub-national level, informal email consultations were carried out with 20 experts working on this topic in different geographic regions, and complemented with 6 semi-structured interviews.

At the same time, a first phase of literature review was conducted to complement the list of potential cases obtained through the consultations. As a result of both activities, a broad list of 64 potential case studies was compiled, 23 at national level and 39 at sub-national level (See Figure 74).

National	Subnational
1. Belgium (Europe)	1. Amsterdam (NL)
2. Denmark (Europe)	2. Berlin (Germany)
3. Finland (Europe)	3. Bruges (Belgium)
4. France (Europe)	4. Ede (NL)
5. Italy (Europe)	5. Ghent (Belgium)
6. Norway (Europe)	6. Greater Manchester (UK)
7. Portugal (Europe)	7. Hoogstraten (Belgium)
8. Scotland (Europe)	8. Leuven (Belgium)
9. Sweden (Europe)	9. London (UK)
10. The Netherlands (Europe)	10. South Tyrol (Italy)
11. UK (Europe)	11. Baltimore (USA)
12. Canada (North America)	12. Detroit (USA)
13. Brazil (Latin America)	13. Golden Horseshoe region (Canada)
14. Bolivia (Latin America)	14. Knoxville (USA)
15. Chile (Latin America)	15. Los Angeles (USA)
16. South Africa (Africa)	16. New York (USA)

Figure 74. Preliminary list of potential case studies

National	Subnational
17. Bangladesh (Asia)	17. Saint Louis (USA)
18. India (Asia)	18. Seattle (USA)
19. Indonesia (Asia)	19. State of Connecticut (USA)
20. Japan (Asia)	20. Toronto (Canada)
21. Singapore (Asia)	21. Belo Horizonte (Brazil)
22. South Korea (Asia)	22. Cali (Colombia)
23. Australia (Oceania)	23. El Alto (Bolivia)
	24. La Paz (Bolivia)
	25. Lima (Peru)
	26. Maslago (Nicaragua)
	27. Medellín (Colombia)
	28. Porto Alegre/Río Grande do Sul (Brasil)
	29. Quito (Ecuador)
	30. Río de Janeiro (Brazil)
	31. Rosario (Argentina)
	32. Sucre (Bolivia)
	33. Antananarivo (Madagascar)
	34. Nairobi (Kenya)
	35. Amman (Jordan)
	36. Seoul (South Korea)
	37. Melbourne (Australia)
	38. Montreal (Canada)
	39. Vancouver (Canada)
	40. Halifax (Canada)
	41. Alaska (USA)

Figure 74. Preliminary list of potential case studies

Step 2: Phase 2 of the literature review and pre-screening tool to rule out cases that did not meet the criteria of the study

In order to obtain a narrower selection of prospective cases for the study, a second phase of literature review was conducted, focusing on the 64 cases identified in step 1. A specific pre-screening tool (see Figure 75) was developed to synthesize the information compiled for each case, in order to select those cases that met the criteria defined for this study.

The use of the pre-screening tool led to the selection of the 10 best cases, and 3 cases for back-up (see Figure 76).

SFS MSM case	National level/ Subnational level	Continent NA/LAC/ EU/SSA/ As	City/Country	Name of SFS MSM	Website	Years in operation (start date)	National or subnational level government LEAD or INVOLVED (Yes/No)	Food Policy, Strategy, Action Plan or similar (Yes/Name)	Contact focal point (Name/ Position-Role in the MSM)
1	National	EU	France	Conseil National de l´Alimentation (National Food Council, defining itself as the 'Parliament of food')	https://cna-alimentation.fr/english/	1985	Yes	National Food Programme (PNA)	Marion Bretonnière Le Dû/ Margaux Denis
2	National	EU	Denmark	Organic Denmark	https://www.organicdenmark.com/	2002	Yes	Organic Action Plan for Denmark	Paul Holmbeck/ Helle Borup Friberg
3	National	Asia	India	Eat right society	https://eatrightindia.gov.in/EatRightIndia/ eatrightindia.jsp	2018	Yes	*Eat Right India is aligned to the National Health Policy 2017*	Inoshi Sharma
4	Subnational	EU	Ghent (Belgium)	Gent en Garde food policy council	https://stad.gent/sites/default/files/ page/documents/20160913_PU_ Gentpercent20enpercent20garde_ operationelepercent20doelstellingen_Engels_ web.pdf	2013	Yes	Gent en Garde Food Policy	Lieta Goethijn
5	Subnational	EU	London (UK)	London Food Board	https://www.sustainweb.org/londonfoodlink/	2004	Yes	The London Food Strategy	Genevieve D'Souza/ Lisa Bennett
6	Subnational	NA	Vancouver (Canada)	Vancouver Food Policy Council (VFPC)	https://www.vancouverfoodpolicycouncil.ca/	2013	Yes	City of Vancouver's Food Strategy	Sarah Carten
7	Subnational	NA	Los Angeles (USA)	Los Angeles Food Policy Council (LAFPC)	https://www.goodfoodla.org/	2010	Yes	Good Food For All Agenda	Christine Tran
8	Subnational	LAC	Quito (Ecuador)	Quito Agri-Food Pact (PAQ).	N/A	2017	Yes	Quito Agri-Food Strategy	Alexandra Rodríguez/ Alain Santandreu
9	Subnational	LAC	Belo Horizonte (Brazil)	Municipal Council of Food and Nutrition Security	N/A	2003	Yes	Belo Horizonte Food Security Program	Patrícia Romanelli Cury Gazire
10	Subnational	SSA	Nairobi (Kenya)	Nairobi and Environs Food Security, Agriculture and Livestock Forum (NEFSALF)	https://mazinst.org/	2004	Yes	Nairobi Urban Agriculture Promotion and Regulation Act	Samuel Ikua Thiong'o, Davinder Lamba
11	Subnational	NA	Montreal (Canada)	The Montreal Food System Council	https://sam.montrealmetropoleensante.ca/home	2018	Yes	Le Plan d'action intégré 2020-2022 du Conseil du Système alimentaire montréalais	Anne Marie Aubert
12	Subnational	LAC	La Paz (Bolivia)	Municipal Food Security Committee of La Paz	N/A	2013	Yes	Municipal Autonomous Law No. 105 on Food Security	María Teresa Nogales
13	Subnational	SSA	Antananarivo (Madagascar)	The Antananarivo Food Policy Council	N/A	2016	Yes	"Policy as practice" Urban Agriculture in Antananarivo programme	Carmen Zuleta

Figure 75. Pre-screening tool used for the selection of the 10 case studies and the 3 back-up cases

National	Subnational
1. France (Europe)	1. Ghent (Belgium)
2. Denmark (Europe)	2. London (UK)
3. India (Asia)	3. Los Angeles (USA)
	4. Vancouver (Canada)
	5. Belo Horizonte (Brazil)
	6. Quito (Ecuador)
	7. Nairobi (Kenya)
Back-up cases	
Montreal (Canada)	
La Paz (Bolivia)	
Antananarivo (Madagascar)	

Figure 76. List of the 10 case studies and the 3 back-up cases selected

Step 3: Phase 3 of the literature review focused on the 13 selected case studies and semi-structured interviews with focal points

During this step, the existing literature on each of the selected cases was reviewed in order to collect more information on their origins, structure and operation, objectives, activities, achievements, among other key features. The information gathered was complemented with interviews with focal points for the cases that required further basic information. The focal points of France, Denmark, Quito, La Paz, Montréal, Nairobi and Antananarivo were contacted via Skype using an open interview with the following guiding questions:

1. What were the reasons why the SFS MSM was formed?

2. How did the consolidation process take place?

3. Does the SFS MSM have the support/recognition of the local/national government?

4. For how long has the SFS MSM been working?

5. How often does the SFS MSM meet?

6. Does the country/city have a progressive integral food policy linked to the SFS MSM that includes sustainability aspects?

7. Are the private sector, CSOs and farmers represented in the SFS MSM?

8. How does the SFS MSM engage in lobby and advocacy, and at what level(s)?

9. What do you consider to be the main achievements of the SFS MSM?

10. Do you think it would be possible to engage at least one representative from each stakeholder group in the study, more specifically to answer a 30 min survey?

The information collected was used to prepare fact sheets for each one of them, containing the following information:

• Name of SFS MSM
• Stakeholders involved
• Name of related food policy/ies
• Role(s) in relation to the policy cycle
• Main SFS topics in the Food/SFS policy
• Financial sustainability
• Indication of concrete achievements
• Highlights
• Contact

Step 4: Submission to the OPN SFS CoP-FSAG to validate the selection of case studies

A presentation was prepared based on the case sheets prepared in step 3, to introduce the selected cases to the OPN SFS CoP-FSAG. All the cases were considered relevant and pertinent and were approved as the final selected cases for this study.

Step 5: Contact with the focal points of the 13 selected case studies

For each selected case, a focal point person was identified. They were the key contacts during the whole study. Within the SFS MSM they play different roles, such as coordinators or champions (among others), which made them strategic informants to better understand the different cases.

The focal points were contacted through a letter of invitation to the study in order to seek their acceptance to participate in the initiative. As a result of this first interaction, one focal point was unreachable, four of them requested more detailed written information about the study, and 1-hour virtual meetings were held with the other five to exchange information about the study and clarify any doubt. At the end of this process, three

cases were discarded and replaced by the back-up cases, due to the following main reasons:

• Unresponsive focal point (Belo Horizonte)
• Lack of capacity to participate, mainly due to COVID 19 response (Vancouver)
• Lack of resources to be able to take part in the study (Nairobi)

Step 6: Final selection of 10 case studies

For the 3 back-up cases included, focal points were also contacted, the letter of invitation was sent and a semi-structured interview was conducted. After this phase, a total of 10 final cases were selected, 3 at national level and 7 at the subnational level (See Figure 77 for more information on the focal points of the final 10 selected cases).

Country/ City	Name of the SFS MSM	Name of focal point contacted	Organization	Position	Semi-structured interview via telephone
National level					
France (Europe)	Conseil National de l´Alimentation	Marion Bretonnière Le Dû and Margaux Denis	Conseil National de l´Alimentation	Secrétaire interministérielle adjointe	Yes
Denmark (Europe)	Organic Denmark	Paul Holmbeck and Helle Borup Friberg	Holmbeck EcoConsult	Director. Former director Organic Denmark/ CEO Organic Denmark	Yes, with Paul Holmbeck
India (Asia)	Eat Right India	Inoshi Sharma	Food Safety and Standards Authority of India	CEO	No
Subnational level					
Ghent (Belgium)	Gent en Garde Food Policy Council	Lieta Goethijn	City of Ghent	Food policy officer	No
London (UK)	London Food Board	Genevieve D'Souza and Lisa Bennett	Greater London Authority	Senior Project and Policy Officer/ Principal Policy Officer	No
Los Angeles (USA)	Los Angeles Food Policy Council	Christine Tran	Good Food LA	Executive Director	No
Montreal (Canada)	The Montreal Food System Council	Anne Marie Aubert	Montreal Food System Council	Coordinator at Montreal Food System Council	Yes, with Moe Garahan
Quito (Ecuador)	Pacto Agroalimentario de Quito	Alexandra Rodríguez	CONQUITO Economic Promotion Agency, AGRUPAR Urban Agriculture Project	AGRUPAR Project Manager	Yes, also with Alain Santandreu
La Paz (Bolivia)	Comité Municipal de Seguridad Alimentaria de La Paz	María Teresa Nogales	Fundación Alternativas	Founder and Executive Director	Yes
Antananarivo (Madagascar)	The Antananarivo Food Policy Council	Carmen Zuleta Ferrari	FAO Madagascar	FAO Lead Consultant (CRFS project)	Yes

Figure 77. List of focal points of the final 10 selected case studies

2. Stage 2: Collection of information for the 10 selected cases

2.1 Surveys objectives

Once the first phase of the research was finished, two online surveys were conducted as part of the collection of comprehensive and thorough information for the 10 SFS MSM selected cases. The objective of the surveys, besides obtaining in-depth information, was to capture the perceptions of the participants of how, in practice, different multi-stakeholder governance mechanisms are supporting effective participatory sustainable food governance, i.e. governments to better work in coordination with food systems actors, to integrate food-related topics at different levels in a more holistic way.

The specific objectives of the surveys were:

- To gain a deeper understanding of the SFS MSMs key characteristics: design, structure, activities, governance, processes, priorities, etc.

- Analyse and compare how these key characteristics influence their effectiveness, success and achievement of results.

- Document examples of observed innovative dynamics and concrete achievements from these mechanisms in relation to the effective promotion of more sustainable food systems.

- Capture and compare their modalities, efforts, successes and challenges to influence the policy-making process and/or action towards a sustainable food systems approach.

2.2. Conceptual framework and surveys' structure

The conceptual framework that led to the surveys questionnaires is based on the objectives of the study, and draws from seven main reference documents:

- The Checklist issued in the **Collaborative Framework for Food Systems Transformation** which covers food systems approach to policy-making (UNEP, 2019);

- The **Self-Assessment Tool for Food Policy Councils** (John Hopkins University, 2017[181]);

- The structure and form of the questionnaire used by the **Global Review of Sustainable Public Procurement** (UNEP, 2017);

- The **MSP Guide, How to design and facilitate multi-stakeholder partnerships** (Wageningen University & Research, 2015[182]);

- **Governance Principles, Institutional Capacity and Quality** (UNDP, 2011);

- **Multi-stakeholder partnerships** (HLPE, 2018).

Based on the revision of these guiding documents, a conceptual framework (shown in Figure 78) was developed to analyze the different cases under three main pillars, with a set of key sub-themes and topics for each building block:

- Structure and governance;

- Policy formulation and implementation;

- Effectiveness.

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[181]Authors: Anne Palmer and Larissa Calancie (2017).
[182]Authors: Herman Brouwer and Jim Woodhill with Minu Hemmati, Karèn Verhoosel and Simone van Vugt (2015).

SFS MSM

Structure and governance | **Policy formulation and implementation** | **Effectiveness**

Structure

- Legal status
- Hosting institution/organisation
- Geographical focus (urban, rural, regional, national)
- Timeframe to set up the SFS MSM
- Supporting organizations
- Levels of advocacy engagement (local, national, etc.)
- Member composition (constituency/sector/FS activity)
- Stakeholder groups selection process
- Representatives selection process
- Main roles of the SFS MSM
- Budget (source & amount)
- Collaboration with other local/sub-regional/regional/national SFS MSM

Food system diagnosis

- Development of a holistic food system diagnosis
- Level of participation and engagement of stakeholder groups in the diagnosis discussions and development
- Diagnosis goes beyond sectoral problem framing to apply system-based problem framing
- Diagnosis considers current food system trends and challenges
- Diagnosis includes mapping of food system actors
- Diagnosis includes mapping of food-related policies

Achievements

- SFS Agenda-setting achievements
- Advancement of food systems approach in organization, country, city, etc.
- Governance-related achievements
- Policy-related achievements
- Implementation-related achievements
- Contribution of the SFS MSM to food governance system (coherence, alignment, coordination, inclusiveness, etc.)
- Participatory mechanism for the regular revision of governance arrangements to make improvements

Governance arrangements

- Inclusiveness and equity
- Engagement
- Trust, networking and relationships
- Leadership (collaborative and effective)
- Means of engagement
- Transparency
- Accountability
- Responsiveness (COVID example)
- Participatory learning and capacity building
- Rule of law and ethical conduct code
- Innovation and openness to change
- Respect for human rights and diversity

SFS policy formulation

- Consultation process (also beyond SFS MSM stakeholders)
- Policy formulation process
- Food system defined priorities
- Process to define food system priorities
- Passage/enactment of SFS policy/regulation
- Integration of environmental sustainability in SFS policy
- SFS policy is holistic (not sectoral)
- SFS policy is multi-level (local, national, regional, etc.)
- Food system priorities are reflected in the SFS policy
- Alignment/coherence of SFS policy with other pre-existing food-related policies
- Appropriate targets, defined activities and expected results
- Impact on socially disadvantaged and marginalized groups taken into account in SFS policy
- SFS policy recognition as the official food policy
- Development of an SFS policy implementation action plan
- Collaborative regular revision of action plan based on information sharing and lessons learned

Drivers and barriers

- Drivers of collaboration and effectiveness
- Barriers to collaboration and effectiveness
- Perceived achievements
- Perceived failures

Dialogues

- Dialogues format
- Dialogues facilitation
- Management of conflicts of interest
- Capturing and taking into account all voices
- Mechanisms in place to include voices of actors not represented in the SFS MSM
- Mechanisms in place to work with power
- Mechanisms in place to communicate effectively
- Mechanisms in place to achieve consensus
- Quality of dialogues (inclusive and constructive)
- Effectiveness of dialogues (achieve results)

SFS policy implementation

- Analysis of what it will take to accomplish policy priorities, including who has the power to make decisions
- Budget allocated to implement the SFS policy
- Budget allocated through different food systems bodies
- SFS policy implemented through different departments, secretariats, and/or ministries
- Leading department to implement SFS policy
- Capacity of leading department to coordinate with others
- Inclusion of community groups in implementation, particularly low-income and marginalized neighborhoods
- Monitoring mechanisms in place to help assess progress and make course corrections when necessary

Looking ahead

- SFS related topics, strategies and activities becoming more prominent in the organization, city, contry, etc.
- Expected changes in the level of SFS activity in coming years
- Expected SFS MSM priorities in coming years
- Expected SFS MSM achievements in coming years
- Expected SFS MSM obstacles in coming years
- Actions that international initiatives could undertake to further promote and support SFS MSM worldwide

Advocacy

- Research and analysis
- Advocacy partners and coalitions
- Communication strategy
- Media relations
- Commitment to advocacy
- Advocacy avenues
- Funding for advocacy
- Influencing decision-makers

Figure 78. Conceptual framework outline

2.3. Surveys target groups

Two different surveys were conducted, with different purposes and target respondents.

A survey directed to the focal points, focused on gathering key and basic information about the selected SFS MSM: origins, structure, governance, its relationship with the holistic food policy formulation process, among others. The information gathered through the focal point survey is aimed at filling in the knowledge gaps about the selected cases.

A survey directed to stakeholders, focused on capturing the perceptions of different stakeholders about different aspects of the selected SFS MSM, such as the quality of dialogues and leadership, the capacity to foster participatory and inclusive processes, the perceived achievements and their causes, the perceived strengths and barriers, among other key issues.

For focal points surveys, the total population targeted was 10 (all the focal points), expecting a 100 per cent response rate.

In the case of the stakeholders' survey, it was not possible to estimate the total population targeted, as this would depend on the total numbers of stakeholders that could be reached. Additionally, given the diversity of stakeholders participating in each SFS MSM (in terms of total number of stakeholders, groups participating and representation per group, etc.) it was also not possible to establish a specific predefined target population. Nevertheless, in order to have a minimum diversity of perspectives and representativeness, at least one response per key stakeholder group per case was established as a minimum expected response rate. Five key stakeholder

groups, participating in all selected SFS MSM, were targeted:

- Government
- Private sector
- Civil society
- Farmers
- NGOs

2.4. Surveys design process

Surveys were developed between November and December 2020, and conducted from January 18 to February 28, 2021. The whole process was carried out in 6 steps:

1. **Questionnaires design and formulation of questions**
   The questions for both surveys were formulated so as to address each one of the themes specified in the conceptual framework, and taking into account the above mentioned reference documents. The questionnaires were divided in different sections matching the conceptual framework, resulting in an intuitive structure easy for participants to navigate. The question types were selected based on the purpose of each question, and ranged from multiple choice questions with single and multiple responses, matrix questions (with rankings and preferences) and open-ended questions. When necessary, an "other" option was introduced as an open answer to give space for any complimentary comments.

   Figures 79 and 80 show the survey´s final structure, with the different chapters, the number of questions per chapter, and the estimated time to complete them.

CHAPTER I:	CHAPTER II:	CHAPTER III:
About you and your organization (16 questions)	Structure, governance and advocacy work of the SFS MSM (33 questions)	Policy orocess: food system analysis, policy formulation process and policy implementation (24 questions)
10 minutes	25 minutes	15 minutes
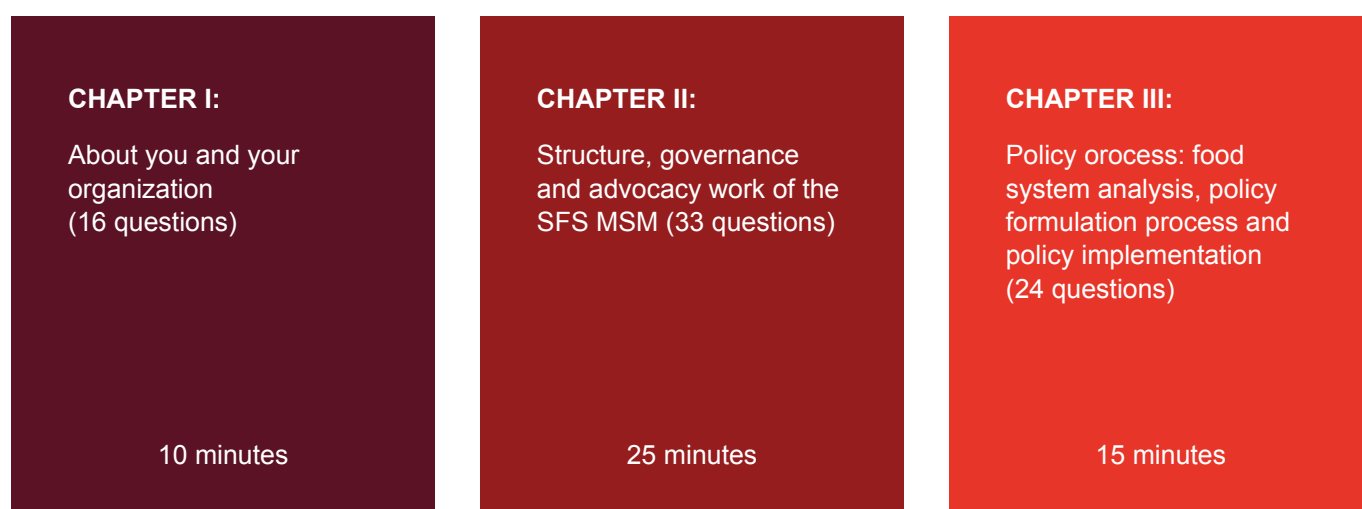
Figure 79. Focal points survey: Structure, topics, and estimated time for completion

CHAPTER I:	CHAPTER II:	CHAPTER III:	CHAPTER IV:
About you and your organization (16 questions)	ABout your participation and engagement in the multi-stakeholder Mechanism (7 questions)	About the governance & the processes of the SFS MSM (10 questions)	About the effectiveness & future of the SFS MSM (12 questions)
10 minutes	10 minutes	5 minutes	10 minutes
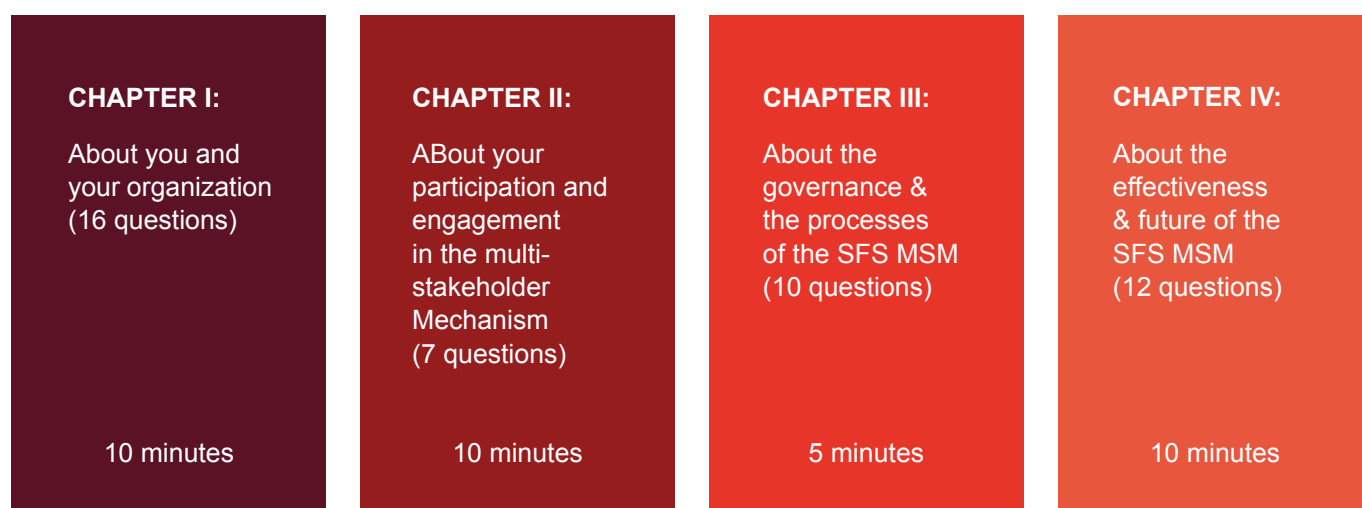
Figure 80. Stakeholders survey: Structure, topics, and estimated time for completion

The final focal points survey and the stakeholders survey are presented in Annex 2 and 3, respectively.

2. **Peer review of questionnaires by the CoP-FSAG**
   Both questionnaires were submitted to the CoP-FSAG in December 2020. The suggestions and recommendations provided by the group of experts were integrated into the final versions of the questionnaires.

3. **Translations and survey format**
   Both questionnaires were translated into French and Spanish, and the 6 resulting questionnaires were adapted to survey format using the Google Forms tool. This work was carried out between December 13, 2020 and January 4, 2021.

4. **Tests and final adjustments**
   The 6 questionnaires were tested at this stage, as well as the tool selected to carry out the surveys (G-forms). The test was intended to review several aspects: (1) content and clarity; (2) time needed for completion and (3) technical aspects. The 6 questionnaires were tested by at least one person, native in each language and knowledgeable in the thematic area of sustainable food systems.

   The questionnaires were also sent to all 10 focal points to receive their feedback. The tests were carried out on different electronic devices (PC, Mac, tablet and cell phones). Feedback on content and format was provided for each one of the surveys. This phase took place between January 5 and 17, 2021.

5. **Survey administration**
   The emailing process was carried out in

coordination with the focal points of each of the SFS MSM.

The focal point survey was sent directly to the 10 selected key informants along with a presentation of the study and the survey, including instructions on how to fill out the questionnaire.

For the stakeholder survey, the focal point decided whether they preferred to send the surveys directly to the different stakeholders, or if they would rather provide the researchers with the contact information of the different stakeholders to send the surveys directly to them.

• The focal points in France, Denmark, London, Los Angeles, Montreal and Antananarivo preferred to send the survey to the stakeholders themselves.

• The focal points in India, Ghent, Quito and La Paz provided the contact information of at least one stakeholder for the different categories of stakeholders represented in the SFS MSM.

The stakeholder surveys were then sent out using these two modalities. Participants received the link to the survey in their respective language, as well as a link to a presentation of the survey including instructions on how to fill out the survey.

The surveys were sent out on January 21, 2021 and were open until February 28, 2021. During this period there was a general follow-up with 2 general reminders and constant direct communication with the focal points, keeping them informed about the level of stakeholder participation and pending responses.

3. Stage 3: Analysis of the surveys' results

The analysis of the results was carried out during the month of March 2021, and was divided into 3 phases:

- General analysis of participants (presented in Annex 4).

- Analysis of the data from both surveys to enrich the individual case studies (presented in Chapter 3)

- Comparative analysis to determine trends, patterns and other relevant information (presented in Chapter 2)

4. Stage 4: Preparation of final report

4.1. Writing of the final report

The final report was developed drawing from the literature review and the information provided by the focal points and stakeholders through the surveys. The process involved four steps:

1. **Step 1:** An **introduction** with a literature review regarding elements of multi-stakeholder mechanisms effectiveness and food systems approach to policies.

2. **Step 2:** The **general analysis of surveys' participants report** (presented in Annex 4), describing in detail the characteristics of the 121 stakeholders participating in the survey.

3. **Step 3:** The final development of **individual summaries of the 10 case studies** (presented in Chapter 3). The 10 fact sheets were completed and refined with detailed information about the SFS MSMs and their stakeholders´ perceptions gathered through the surveys.

4. **Step 4:** The development of a **comparative case analysis report** (presented in Chapter 2), with visualizations to illustrate the findings.

4.2. Final report revision process

The **individual summaries of the 10 case studies** were sent via email to each focal point for revision and approval, along with the comparative analysis and methodology of the study. This revision included some additional final questions raised by the researcher and some OPN SFSP CoP-FSAG members. Feedback and approval was received from the 10 focal points, and final adjustments were made to the summaries to produce their final version.

In parallel, the first draft of the complete final report was shared with the OPN SFSP CoP-FSAG for revision. The final version of the report contemplates the contributions and suggestions made by 12 members of the OPN SFSP CoP-FSAG and colleagues from their organizations, all of them experts specialized in the field of sustainable food systems.

5. Surveys limitations

The results presented in the assessment of experiences are limited by some research constraints.

One of the limitations is the representativeness of the study based on the responses received, as there were not the same number of respondents per stakeholder group in each one of the cases. This bias reflects, in some of the cases, a pre-existent unequal representation of actors in the SFS MSM. The stakeholder survey generated **108 responses** from all 10 cases. The stakeholder group with the highest representation was NGO, followed by government, private sector and civil society.[183] There are fewer responses from farmers/farmer organizations, but this is partly due to the fact that they were considered in this study as a separate stakeholder group (i.e. not included in the private sector). However, at least one response was collected from this stakeholder group for 9 of the 10 cases.

Moreover, the survey was distributed by invitation. In some cases, the survey reached all SFS MSM members, for instance, when the focal point preferred to distribute the survey directly, as in the case of France and Los Angeles. In other cases, the survey was distributed directly to a pre-selected group of stakeholders identified together with the focal point. This is for instance the case of Denmark and Antananarivo. It is therefore not possible to know for sure the total number of people who received the survey, and it is certain that not all SFS MSM participants received it. It is thus possible to have a bias generated by this approach and by the different participation and power dynamics that already exist in SFS MSM. This limitation made it also impossible to calculate an accurate response rate.

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[183]Stakeholder participation is analysed in detail in the following section.

Response bias of survey results can also come from the fact that the survey was not compulsory. Therefore, it was answered by individuals who are genuinely interested in the topic and engaged in their SFS MSM. This particularly affects the responses to the questions regarding stakeholder engagement and perceptions regarding SFS MSM results and effectiveness.

Additionally, the total number of potential participants can not be determined (i.e., all stakeholders participating in all 10 selected SFS MSM). Therefore, it is not possible to know whether the survey participants are representative of the totality of potential participants.

One final limitation related to possible differing interpretation of questions and instructions. Even though definitions and explanatory notes were provided when deemed necessary, some variation in interpretations of key terms and concepts should always be expected in a global survey.

Viewed in this light, the survey results should be considered indicative and illustrative, and not representative.

Annex 2: Focal points survey's questionnaire

WELCOME to the 2021 survey about sustainable food systems multi-stakeholder mechanisms (SFS MSM)

This survey is an important part of the One Planet Network Sustainable Food Systems Programme's ongoing effort to map national and sub-national SFS MSM to understand and share their contribution to embedding the food systems approach in policy-making processes and supporting the transition towards SFS.

The survey is intended to give insights into your SFS MSM to promote sharing of knowledge, foster innovation and stimulate the emergence of more SFS MSM worldwide at different levels. It is not intended to assess or "grade" the SFS MSM or your organizations´ work or performance.

Remember, once you open the survey link, please do not close it before completing the survey. If you do so, your answers will not be saved and you will have to start all over again.

Please, remember to press the "Submit" button once you've finished the survey.

If you have any questions, please write to sfsmsm2021@gmail.com

CHAPTER I: ABOUT YOU AND YOUR ORGANIZATION (10 min)

16 questions

1. First Name
(Note: this will not be shared, for survey administration purposes only)

2. Last Name
(Note: this will not be shared, for survey administration purposes only)

3. Email Address
(Note: this will not be shared, for survey administration purposes only)

4. What is the name of your organization?

5. What is the job title for your current position?

6. What is your gender?

– Select –
Female
Male
Non-binary
Prefer not to tell

7. What is your age range?

– Select –
Under 20 years
20-35 years
36-50 years
Over 51 years

8. Please select the multi-stakeholder Mechanism that you or your organization participate in.

– Select –
Conseil National de l´Alimentation
Comité Municipal de Seguridad Alimentaria de La Paz
Eat Right India
Gent en Garde Food Policy Council
London Food Board
Los Angeles Food Policy Council
Organic Denmark
Pacto Agroalimentario de Quito
Montreal Food Policy Council
Antananarivo Food Policy Council

9. In which city/locality is your organization based?

– Select –
Belgium
La Paz
Denmark
France
Quito
India

London
Los Angeles
Montreal
Antananarivo
Other

10. What type of organization do you represent (constituency)?

– Select –
Academic Institution
Farmer organization/representative
Private sector – Micro (>10 employees)
Private sector – Small/Medium (<500 employees)
Private sector – Large (>500 employees)
Private sector umbrella organization
Civil Society (Grassroots, community-based and consumer organizations)
Non-Government – Non-Profit Organization – Small/Medium (<500 Employees)
Non-Government – Non-Profit organization – Large (>500 employees)
Public authority – Local/Municipal/Regional/ City
Public authority – State / Provincial
Public authority – National government
International organization/agency
Other

11. What sector/field is the core mandate of your organization?

– Select –
Food Security
Agriculture
Environment
Health
Nutrition
Finance
Trade
Social development
Education
Other

12. What kind(s) of food systems activity(ies) are your organization and its members involved in?

– Select all that apply –
Produce food (farming)
Produce food (food industry)
Sell and market food (small retailers, local markets, etc.)
Sell and market food (distributors, supermarkets, etc.)
Provide services, information, data or tools that support food systems
Research on food systems and related topics

| Advise/consult on food systems and related topics |
| Advocate for sustainable food systems (consumer rights, etc.) |
| Provide training on sustainable food systems related topics |
| Education/communication to citizens about sustainable food |
| Set policy/contribute to policy on sustainable food systems |
| Not involved in food systems activities |
| Other |

13. What are the main aspects of sustainability that your organization's work on SFS cover?

| **– Select maximum 3 –** |
| Environmental |
| Social |
| Cultural |
| Economic |
| Health/Nutrition |
| Governance/Policy |
| None |
| Not Applicable |
| Other |

14. How many years have you personally and/or your organization worked on sustainable food systems issues and topics? If you are using your cell phone, scroll through the columns to the right to see all the options.

– Select –	**Less than 1 year**	**1-4 years**	**5-10 years**	**More than 10 years**
You				
Your organization				

15. How many years have you personally and/or your organization been engaged in the above-mentioned multi-stakeholder Mechanism? If you are using your cell phone, scroll through the columns to the right to see all the options.

– Select –	**Less than 1 year**	**1-4 years**	**5-10 years**	**More than 10 years**
You				
Your organization				

16. What is/are the main role(s) your organization plays in the multi-stakeholder Mechanism?

| **– Select all that apply –** |
| Host |
| Convener |
| Coordinator |
| Facilitator |
| Technical support |
| Financial support |
| Media/External relations |

Leader/champion
Assistant
Participant
Public liaison
Other

SURVEY TO FOCAL POINTS

CHAPTER II: STRUCTURE, GOVERNANCE AND ADVOCACY WORK (25 min)

33 questions

II. 1. STRUCTURE

17.   What is/are the main role(s) your organization plays in the multi-stakeholder Mechanism?

– Select all that apply –
Informal platform
Institutionalised mechanism (by decree, law or similar)
Non-institutionalised mechanism supported by authorities
Registered association
Not Applicable
Other

18.   If the multi-stakeholder Mechanism has a hosting institution/organization, please indicate its name

19.   What is the geographical focus of the multi-stakeholder Mechanism?

– Select –
National level
Sub-national level[184]
Village, Town or City-level[185]
City-region level[186]
Other

20.   Does the multi-stakeholder Mechanism have established connections to collaborate with other multi-stakeholder Mechanisms operating at other levels and/or in other contexts?

– Select –
International level
National level
Sub-national level
City-level (cities networks, for example)
City-region level

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[184]Region or group within a nation; below a national level: regional, municipal and any other kind of administrative division.
[185]Permanent and densely settled place with administratively defined boundaries whose members work primarily on non-agricultural tasks. A city is of greater size, population, or importance than a town or village.
[186]Core urban area and hinterland linked by functional ties, often having a shared administration.

| Not Applicable |
| Other |

21. Please indicate the names(s) of these multi-stakeholder Mechanism(s), and the topic(s) and area(s) of collaboration.

| |

22. How long did it take to set up[187] the multi-stakeholder Mechanism?

| **– Select –** |
| Less than 1 year |
| 1-4 years |
| 5-10 years |
| More than 10 years |

23. If there were external supporting organizations (such as international organizations or agencies) that collaborated in the establishment of the multi-stakeholder Mechanism, please indicate its/their name(s).

| |

24. How many stakeholders compose the multi-stakeholder Mechanism?

| **– Select –** |
| Less than 6 stakeholders |
| 6 to 15 stakeholders |
| 16-30 stakeholders |
| More than 31 stakeholders |

25. Stakeholders composition in the multi-stakeholder Mechanism: Type of organizations represented (constituencies)

| **– Select all that apply –** |
| Academic Institution |
| Farmer organization/representative |
| Private sector – Micro (>10 employees) |
| Private sector – Small/Medium (<500 employees) |
| Private sector – Large (>500 employees) |
| Private sector umbrella organization |
| Civil Society (Grassroots, community-based and consumer organizations) |
| Non-Government – Non-Profit Organization – Small/Medium (<500 Employees) |
| Non-Government – Non-Profit organization – Large (>500 employees) |
| Public authority – Local/Municipal/Regional/ City |
| Public authority – State / Provincial |
| Public authority – National government |

---

[187]Time frame from initial idea/mandate/decree to first multi-stakeholder meeting.

International organization/agency

Other

26. Stakeholders composition in the multi-stakeholder Mechanism: Sectors/fields represented

– Select all that apply –

Agriculture

Environment

Health

Nutrition

Finance

Trade

Social development

Education

Urban planning

Other

27. Food systems activities represented

– Select all that apply –

Produce food (farming)

Produce food (food industry)

Sell and market food (small retailers, local markets, etc.)

Sell and market food (distributors, supermarkets, etc.)

Provide services, information, data or tools that support food systems

Research on food systems and related topics

Advise/consult on food systems and related topics

Advocate for sustainable food systems (consumer rights, etc.)

Provide training on sustainable food systems related topics

Education/communication to citizens about sustainable food

Set policy/contribute to policy on sustainable food systems

Not involved in food systems activities

Other

28. What are the key food systems priorities ("hot topics") that have been addressed so far by the multi-stakeholder Mechanism?

– Select all that apply – (max 3)

Food security and poverty

Environmental degradation, climate change, biodiversity loss

Local food production, (peri-)urban farming

Nutrition and health (fortification, breastfeeding, etc.)

Sustainable diets, food diversification, food environments

Sustainable food production (agro-ecology, organic food, etc.)

Food loss and waste

Food safety and quality

Other (please specify) -------------------

29. Is there a particular conceptual framework that guides the work of the multi-stakeholder mechanism, such as the food systems approach[188] or the landscape approach[189]? Please specify.

30. How were the stakeholder groups represented in the multi-stakeholder Mechanism selected?

– Select all that apply – (max 3)
Self-motivation/designation
Selected by the focal point/coordinator based on a stakeholders mapping
Selected based on pre-existent food-related platforms/multi-stakeholders coalitions
Pre-defined in a policy document
Other

31. How are representatives for each stakeholder group nominated?

– Select all that apply –
Self-motivation/designation
Appointed by the SFS MSM focal point/coordinator
Appointed by the organization represented by direct designation
Appointed by the organization represented by vote
Other

32. Please name the organization (stakeholder group) that exerts the leadership role[190] in the multi-stakeholder Mechanism

33. What are the main roles of the multi-stakeholder Mechanism?

– Select all that apply –
Expert consultation/Advice
Citizen consultation/Advice
Stimulate collective actions and new initiatives among its members
Advocacy
Policy formulation
Policy implementation
Knowledge management on food systems
Other

---

[188]Food systems are multidimensional and interrelated, and thus require a holistic approach: examining food systems as a whole rather than in separate pieces, valuing outcomes over processes, and embracing a variety of voices instead of individual perspectives. A food systems approach to policy-making and implementation connects elements within various policy agendas—primarily environmental, agricultural, health, trade, and industry—widening the opportunities for any country or city to achieve sustainability in the food systems around them.

[189]A landscape approach is broadly defined as a framework to integrate policy and practice for multiple land uses, within a given area, to ensure equitable and sustainable use of land while strengthening measures to mitigate and adapt to climate change.

[190]Organization/stakeholder that is formally or informally in charge of key steering activities such as convening stakeholders, organizing meetings, coordinating collaboration and action and motivating stakeholders for engagement and commitment.

34. Is there a yearly budget available? What is/are its source(s)?

– Select all that apply –
Yes, from national or local government
Yes, from international cooperation
Yes, from members contributions
Yes, from different sources
No budget available
Other

35. Please indicate yearly budget estimates (if possible/applicable)

36. Please indicate what cost items are covered by the multi-stakeholder Mechanism yearly budget

– Select all that apply –
Coordination role (salary)
Meetings (logistics, catering service, per diems, etc.)
Learning exchanges/workshops
Start-up of new projects
Consultancies
Studies
Communication products /materials
Other

2. GOVERNANCE & DIALOGUES

37. Does the multi-stakeholder Mechanism have a strategic guiding document available to all participants? (describing its structure, governance, principles, vision, mission, etc.)

– Select –
Yes
No
Don´t know

38. Please upload here the related file (multi-stakeholder Mechanism strategic guiding document) if possible

39. Are good governance principles defined and agreed by all stakeholders?

– Select –
Yes, and stated in a written document
Yes, but implicit (no written document)
No
Don´t know

40. If yes, which good governance principles are applied?

– Select all that apply–

Inclusiveness and equity

Engagement

Trust, networking & relationships

Leadership (collaborative & effective)

Transparency

Accountability

Responsiveness

Participatory Learning/Capacity building

Rule of law and ethical conduct code

Innovation & openness to change

Respect for human rights and diversity

41. Are there established and agreed mechanisms in place in the multi-stakeholder Mechanism to:

– Select all that apply –

Manage conflicts of interest

Capture and take into account all voices

Include voices that are not in the multi-stakeholder Mechanism for specific processes

Address power relations/imbalances

Communicate effectively

Achieve consensus

Collaborative learning and capacity building

42. What means of engagement do stakeholders have to express their views/positions?

– Select all that apply –

Regular meetings/dialogues

Email/letter feedback/consultation

Oral feedback/consultation

Document share for consultation

Voting system

Other

43. How often does the multi-stakeholder Mechanism meet? (approximately)

– Select all that apply –

Weekly

Monthly

Bi-monthly

Quarterly

Twice a year

Once a year

Other

44. How are meetings scheduled?

– Select all that apply –

Annual pre-defined calendar

When leading organization/focal point convenes

When there's a request by one or more stakeholders

When government representative convenes

When there's a food-related issue to be discussed

When there's a food-related emergency to be addressed

Other

45. How are dialogues designed and facilitated?

– Select all that apply –

There an appointed facilitator to facilitate meetings for inclusive and constructive dialogue

There a clear defined purpose, topic and questions to be addressed

Stakeholders are informed and briefed on the topics under discussion before the meeting

Stakeholders are given a fixed time to participate/respond

The participation time is equal for all stakeholders

There is a note taker and reporter

There is a mechanism to work collaboratively and/or give feedback on the minutes of the dialogues

A report is circulated after the meeting to all stakeholders, including non attendants

The dialogues are recorded

The participants are involved in reporting on the results of the dialogue

46. How is the agenda of meetings/dialogues usually defined and who plays a role in that?

– Select all that apply –

By leadership

By consensus

In a collaborative way

By taking turns

By emergency/pressing issues (ex: COVID impact on food issues, etc.)

Other (please specify) ------------------------------

3. ADVOCACY WORK

47. Does the multi-stakeholder Mechanism conduct lobby & advocacy work[191]?

– Select –

Yes

No

Don´t know

If the answer is NO, then ignore this section and move to CHAPTER III

---

[191]Different activities that aim to influence food-related decisions within political, economic, and social institutions.

48. Does the advocacy work include:

– Select all that apply –

Research and analysis: researching and gathering information, reviewing existing good practices and conducting analyses on key issues.

Capacity building: building capacity of its members to work on policy issues.

Advocacy partners and coalitions: building partnerships – with other nonprofits, businesses, community groups, policymakers, etc. – that advances its policy goals.

Communication strategy: developing and implementing a communication strategy for advocacy and policy work

Media relations: communicating effectively with the media and using various media to advance its policy goals.

Influencing decision-makers: building relationships with targeted decision-makers

Defined advocacy avenues: the multi-stakeholder Mechanism has skills, knowledge and actions related to administrative, institutional and/or legislative advocacy.

Implementing practices for funding its advocacy work (for example, establishing long-term relationships with donors).

Other

49. At what levels does the multi-stakeholder Mechanism engage in or want to engage in advocacy for food-related policy?

– Select all that apply –

Global

Regional

National

Subnational

City-region

City

Locality

Other

CHAPTER III: POLICY PROCESS: FOOD SYSTEMS ANALYSIS, POLICY FORMULATION PROCESS AND POLICY IMPLEMENTATION (15 min)

24 questions

III. 1. FOOD POLICY FORMULATION

50. What was/**were** the main entry point(s) for creating the multi-stakeholder Mechanism?

– Select all that apply –

A food (in)security issue in the city/country/region (ex: food crisis, pandemic, etc.)

The passage of a policy/law/decree (ex: Food security law indicating the creation of a multi-stakeholder platform, etc.)

The signature of an (international) commitment (ex: Paris Agreement, Milan Food policy pact, etc.)

Political will/champion (ex: Mayor, Minister, etc.)

A project/initiative (ex: international cooperation, etc.)

A social movement (ex: consumers organizations march, etc.)

The example and influence of another city and/or a network of cities

Other

51. Was there a "champion" individual/organization lobbying for and leading the creation of the multi-stakeholder Mechanism? Please provide a name.

52. Has the multi-stakeholder Mechanism **formulated** at least one food policy/regulation or a strategy/action plan/ roadmap for sustainable food systems?

– Select –
Yes
No
Don´t know

53. Please list below the food policies/regulations/strategies/action plans/roadmaps formulated collaboratively by the multi-stakeholder Mechanism

54. Has the multi-stakeholder Mechanism **provided input** to other policies/regulations/strategies/action plans/ roadmaps? (For instance, provided (food-related) input to the formulation of a climate strategy or urban planning document)

– Select –
Yes
No
Don´t know

55. Please list below the policies/regulations/strategies/action plans/roadmaps to which the the multi-stakeholder Mechanism has provided input

56. Has the multi-stakeholder Mechanism facilitated the passage/enactment of at least one food-related policy/ regulation or a strategy/action plan/roadmap for sustainable food systems?

– Select –
Yes
No
Don´t know

57. If yes, please list and name the related policies/regulations/strategies/action plans/roadmaps that have been adopted

58. Please also indicate by whom the policies/regulations/strategies/action plans/roadmaps has/have been enacted

59. Has a holistic Food Systems diagnosis/analysis of the country/city/locality been conducted to inform discussions, policy-making and other related activities?

– Select –
Yes
No
Don´t know

60. If yes, did the above mentioned Food Systems diagnosis:

– Select all that apply–
Follow participatory methods with all stakeholders to discuss and conduct it?
Go beyond sectoral problem framing to apply system-based problem framing?
Consider current food system trends and challenges (such as climate change, urbanization, etc.)?
Include a mapping of food systems actors?
Include a mapping of food-related policies?
Give special attention to socially disadvantaged and marginalized groups?
Offer an overview of actionable entry points for further collective action or policy development? (i.e. is it tied to recommendations on which possible levers to activate)

61. Was there a consultation process with citizenship and other stakeholders (beyond the stakeholders in the multi-stakeholder Mechanism) to ensure the highly participatory formulation of the food policy/regulation or strategy/action plan/roadmap for sustainable food systems?

– Select –
Yes
No
Don´t know

62. Please describe the consultation process (Including methodology, how many and which people were involved, etc.)

63. How were the priorities for the policy/regulation or strategy/action plan/roadmap for sustainable food systems defined?:

– Select all that apply–
Based on a preliminar food systems diagnosis
Based on government priorities
Based on interests of more powerful stakeholders
Based on interests of over-represented stakeholders
Based on international cooperation agenda and priorities
Other

64. How were trade-offs[193] addressed in the policy/regulation/strategy/action plan/roadmap formulation process? (For instance, trade offs between economic and environmental outcomes)

65. What are the sustainable food systems topics prioritised in the policy/regulation/strategy/action plan/roadmap?

– Select all that apply–

Food security and poverty

Environmental degradation, climate change, biodiversity loss

Local food production, (peri-)urban farming

Nutrition and health (fortification, breastfeeding, etc.)

Sustainable diets, food diversification, food environments

Sustainable food production (agro-ecology, organic food, etc.)

Food loss and waste

Food safety and quality

Other (please specify) -------------------

66. About the policy/regulation or strategy/action plan/roadmap for sustainable food systems:

– Select all that apply–

Is the policy document recognized as the official national/subnational policy for sustainable food systems development?

Has the policy document been endorsed by the government?

Has the policy been assigned a budget for its implementation?

Is the policy holistic (integrates agriculture, health, environment, etc.)

Is there integration of the environmental sustainability angle in the policy?

Is the policy multi-level (i.e. includes local, regional, state, national and/or federal levels)?

Are key jointly identified and agreed priorities reflected in the Food Policy?

Is the policy aligned / consistent with other pre-existing food-related policies?

Does the policy establish adequate objectives, tactics, main activities and expected results?

Does the policy have a focus on disadvantaged and marginalized groups?

Does the multi-stakeholder Mechanism analyze what it will take to accomplish policy priorities, including who has the power to make decisions in legislative, administrative, electoral, litigation, and other areas?

Has the policy/strategy monitoring mechanisms in place to help assess progress and make course corrections when necessary?

67. Please upload here the food policy/regulation/strategy/action plan/roadmap for sustainable food systems

2. FOOD POLICY[194] IMPLEMENTATION

68. Please select below the options that apply to the implementation of the policy/regulation/strategy/action plan/ roadmap

– Select all that apply –

The implementation is being reviewed in collaboration with different stakeholders, sharing information and lessons learned

The implementation takes into account pre-existent related plans, programmes, activities to integrate them for improved efficiency and efficacy

There is a budget allocated for implementation of the policy/regulation/strategy/action plan/roadmap

The budget is distributed and the policy is implemented through different departments, secretariats, and/or ministries

---

[193]A balance achieved between two desirable but incompatible features; a compromise.
[194]The food policy can be a policy/regulation or strategy/action plan/roadmap for sustainable food systems.

The multi-stakeholder Mechanism plays a role in the decisions regarding the allocation of funds

There are monitoring mechanisms in place to help assess progress of the implementation and make course corrections when necessary

69. Is there a leading governmental ministry/department/organization to implement the policy?

– Select all that apply–
Yes
No
Don´t know

70. Please provide the name of the leading department/organization

71. Does the leading department coordinate with others for policy implementation?

– Select –
Yes
No
Don´t know
Not Applicable

72. Please describe how the department/organization leading the policy implementation coordinates with the other stakeholders[195]

73. What is the role of the multi-stakeholder Mechanism in the policy implementation?

– Select all that apply –
Mobilisation of funds/budget
Coordination of activities
Administration of funds
Execution of activities
Project management
Monitoring and evaluation
Communication
Other

---

[195]Please indicate the existing coordination mechanisms between different levels of power (e.g. information sharing, budgetary flows, expertise flows, etc.)

Annex 3: Stakeholders survey's questionnaire

WELCOME to the 2021 survey about sustainable food systems multi-stakeholder mechanisms (SFS MSM)

This survey is an important part of the One Planet Network Sustainable Food Systems Programme's ongoing effort to map national and sub-national SFS MSM to understand and share their contribution to embedding the food systems approach into policy-making processes and supporting the transition towards SFS.

The survey is intended to give insights into your SFS MSM to promote sharing of knowledge, foster innovation and stimulate the emergence of more SFS MSM worldwide at different levels. It is not intended to assess or "grade" the SFS MSM or your organizations´work or performance.

Remember, once you open the survey link, please do not close it before completing the survey. If you do so, your answers will not be saved and you will have to start all over again.

Please, remember to press the "Submit" button once you've finished the survey.

If you have any questions, please write to sfsmsm2021@gmail.com

SURVEY TO STAKEHOLDERS

CHAPTER I: ABOUT YOU AND YOUR ORGANIZATION (10 min)

16 questions

1. First Name
(Note: this will not be shared, for survey administration purposes only)

2. Last Name
(Note: this will not be shared, for survey administration purposes only)

3. Email Address
(Note: this will not be shared, for survey administration purposes only)

4. What is the name of your organization?

5. What is the job title for your current position?

6. What is your gender?

– Select –
Female
Male
Non-binary
Prefer not to tell

7. What is your age range?

– Select –
Under 20 years
20-35 years
36-50 years
Over 51 years

8. Please select the multi-stakeholder Mechanism that you or your organization participate in.

– Select –
Conseil National de l´Alimentation
Comité Municipal de Seguridad Alimentaria de La Paz
Eat Right India
Gent en Garde Food Policy Council
London Food Board
Los Angeles Food Policy Council
Organic Denmark
Pacto Agroalimentario de Quito
Montreal Food Policy Council
Antananarivo Food Policy Council

9. In which city/locality is your organization based?

– Select –
Belgium
La Paz
Denmark
France
Quito
India
London

| Los Angeles |
| Montreal |
| Antananarivo |
| Other |

10. What type of organization do you represent (constituency)?

| **– Select –** |
| Academic Institution |
| Farmer organization/representative |
| Private sector – Micro (>10 employees) |
| Private sector – Small/Medium (<500 employees) |
| Private sector – Large (>500 employees) |
| Private sector umbrella organization |
| Civil Society (Grassroots, community-based and consumer organizations) |
| Non-Government – Non-Profit Organization – Small/Medium (<500 Employees) |
| Non-Government – Non-Profit organization – Large (>500 employees) |
| Public authority – Local/Municipal/Regional/ City |
| Public authority – State / Provincial |
| Public authority – National government |
| International organization/agency |
| Other |

11. What sector/field is the core mandate of your organization?

| **– Select –** |
| Food Security |
| Agriculture |
| Environment |
| Health |
| Nutrition |
| Finance |
| Trade |
| Social development |
| Education |
| Other |

12. What kind(s) of food systems activity(ies) are your organization and its members involved in?

| **– Select all that apply –** |
| Produce food (farming) |
| Produce food (food industry) |
| Sell and market food (small retailers, local markets, etc.) |
| Sell and market food (distributors, supermarkets, etc.) |
| Provide services, information, data or tools that support food systems |
| Research on food systems and related topics |
| Advise/consult on food systems and related topics |

Advocate for sustainable food systems (consumer rights, etc.)
Provide training on sustainable food systems related topics
Education/communication to citizens about sustainable food
Set policy/contribute to policy on sustainable food systems
Not involved in food systems activities
Other

13. What are the main aspects of sustainability that your organization's work on SFS cover?

– Select maximum 3 –
Environmental
Social
Cultural
Economic
Health/Nutrition
Governance/Policy
None
Not Applicable
Other

14. How many years have you personally and/or your organization worked on sustainable food systems issues and topics? If you are using your cell phone, scroll through the columns to the right to see all the options.

– Select –	**Less than 1 year**	**1-4 years**	**5-10 years**	**More than 10 years**
You				
Your organization				

15. How many years have you personally and/or your organization been engaged in the above-mentioned multi-stakeholder Mechanism? If you are using your cell phone, scroll through the columns to the right to see all the options.

– Select –	**Less than 1 year**	**1-4 years**	**5-10 years**	**More than 10 years**
You				
Your organization				

16. What is/are the main role(s) your organization plays in the multi-stakeholder Mechanism?

– Select all that apply –
Host
Convener
Coordinator
Facilitator
Technical support
Financial support
Media/External relations
Leader/champion

Assistant
Participant
Public liaison
Other

SURVEY TO STAKEHOLDERS

CHAPTER II: ABOUT YOUR ORGANIZATION´S PARTICIPATION AND ENGAGEMENT IN THE MULTI-STAKEHOLDER MECHANISM (10 min)

7 questions

17. How often do the Multi-stakeholder Mechanism stakeholders meet? How often do you/your colleagues in your organization participate in those meetings? (approximately). If you are using your cell phone, scroll through the columns to the right to see all the options.

– Select –	Weekly	Monthly	Bi-monthly	Quarterly	Twice a year	Once a year	Less than once a year
Meetings							
Participation							

18. What means of engagement do you use to collaborate with the Multi-stakeholder Mechanism?

– Select all that apply –
Regular Meetings/dialogues
Written feedback (Mail, letters, etc.)
Verbal feedback (Calls)
Other

19. How much time do you allocate per month?

– Select –
1 hour or less
1 to 4 hours
4 to 8 hours
More than 8 hours

20. Who funds your participation in the Multi-stakeholder Mechanism?

– Select –
My organization's budget
Personal budget
SFS MSM budget
Other budget

21. What are your main roles in the multi-stakeholder Mechanism?

– Select all that apply –
I represent my organization

I am part of the secretariat
I attend the meetings/dialogues for advocacy purposes
I attend the meetings/dialogues to listen & report back
I am the leader
I coordinate a working group
I am in charge of the facilitation of dialogues
I am in charge/coordinate the Learning process
I am in charge of the agenda setting/coordination
I participate in the decision-making process
I attend the meetings/dialogue to provide relevant information
I am in charge of the communication
I participate in meetings/dialogues for networking purposes
I am in charge of managing conflict
I am the coordinator
Other

22. What are your main motivations to participate in the multi-stakeholder Mechanism

– Select all that apply –
Proudly representing my organization
Potential fundraising
Advocacy purposes/agenda setting
Leading/coordinating a fascinating thematic area
Visibility
Learning
Networking
To be updated/informed on food topics in my city/country/region
Other

23. Please provide any additional information related to your motivations to participate in the Multi-stakeholder Mechanism

SURVEY TO STAKEHOLDERS

CHAPTER III: ABOUT THE GOVERNANCE AND PROCESSES OF THE MULTI-STAKE-HOLDER MECHANISM (5 min)

10 questions

24. The following questions relate to your perceptions regarding the engagement of the different stakeholders in the Multi-stakeholder Mechanism. If you are using your cell phone, scroll through the columns to the right to see all the options.

	Very low	Low	Medium	High	Very high
What is the level of "buy-in" from the government, including support from high-level representatives to the Multi-stakeholder Mechanism?					

What is the general level of engagement in the Multi-stakeholder Mechanism?					
What is the general level of engagement of civil society in the Multi-stakeholder Mechanism?					
What is the general level of engagement of the private sector in the Multi-stakeholder Mechanism?					
What is the general level of engagement of the public sector in the Multi-stakeholder Mechanism?					
What is the general level of engagement of farmers (associations) in the Multi-stakeholder Mechanism?					
What is the general level of resistance to transformative change[196]?					

25. Please provide any additional information related to your perceptions regarding the engagement of the different stakeholders in the Multi-stakeholder Mechanism

26. The following questions relate to your perceptions regarding the Multi-stakeholder Mechanism leadership.[197] If you are using your cell phone, scroll through the columns to the right to see all the options.

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
The leadership shares power in decision-making with mechanism's members					
The leadership is receptive to new ideas					
The leadership reflects members inputs into the MSM docs / products					
The leadership encourages all members to participate					
Leadership is actively involved in welcoming new members					
The leadership has a good mechanism in place for resolving disagreement					
The leadership has a good mechanism in place for managing conflicts of interest					
The leadership has a good mechanism in place for managing power relations					

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[196]*Transformative change means doing things differently (not just a little more or less of something already being done). It entails holistic collaborative work and addressing root causes to achieve sustainable food systems.*
[197]*Organization/stakeholder that is formally or informally in charge of key steering activities such as convening stakeholders, organizing meetings, coordinating collaboration and action and motivating stakeholders for engagement and commitment.*

The mechanism promotes and supports diverse representation and participation on the council					
The mechanism provides opportunities for members to build leadership within the mechanism					

27. Please provide any additional information related to your perceptions regarding the Multi-stakeholder Mechanism leadership

28. The following questions relate to your perceptions on the Multi-stakeholder Mechanism's structure and how it functions. If you are using your cell phone, scroll through the columns to the right to see all the options.

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
The mechanism participation adequately reflects the diversity of stakeholders in the given food system[198]					
The mechanism has an agreed upon process for selecting/admitting new members					
The mechanism has strong political (public sector) commitment and engagement					
The mechanism has working groups, committees or teams that focus on topics or functions					
The mechanism respects the agreed code of conduct/rule of law/good governance principles					
The mechanism's meetings are well organized					
Most of the (formal) members actively participate in the work of the mechanism					
The mechanism´s communication is transparent, clear and effective					
The mechanism´s participatory learning processes are conducive to capacity building of its members					
The mechanism´s structure and processes are conducive to equal representation and participation of all its members					

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[198]Different constituencies (farmers, civil society, private sector, public sector, etc.), different food systems activities (producers, traders, service providers, etc) and different sectors (agriculture, trade, health, etc.).

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
The mechanism´s structure and processes are conducive to addressing food systems trade offs in a consensual collaborative way					

29. Please provide any additional information related to your perceptions regarding the Multi-stakeholder Mechanism´s structure and how it functions:

30. The following questions relate to your perceptions on the quality of networking among members of the Multi-stakeholder Mechanism. If you are using your cell phone, scroll through the columns to the right to see all the options.

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
The mechanism's activities help build relationships among members					
Joining the mechanism has helped members build trust with one another					
Joining the mechanism has helped coordinate efforts among participant organizations					
The members feel that participation in the multi-stakeholder mechanism is worth the time and effort					

31. Please provide any additional information related to your perceptions regarding the quality of networking among members of the Multi-stakeholder Mechanism

32. The following questions relate to your perceptions of the Multi-stakeholder Mechanism´s goals, plans & strategies. If you are using your cell phone, scroll through the columns to the right to see all the options.

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
The multi-stakeholder mechanism identifies and articulates its vision, mission, and goals among its members					
The multi-stakeholder mechanism has advocacy or policy priorities – either as part of a food plan or an overall strategy					
The multi-stakeholder mechanism understands the overall policy environment related to its priorities					

The multi-stakeholder mechanism has basic knowledge about its policy subject matter					
The food systems approach[199] to policy-making and implementation is understood by the majority of the stakeholders					

33. Please provide any additional information related to your perceptions regarding the Multi-stakeholder Mechanism´s goals, plans & strategies

SURVEY TO STAKEHOLDER

CHAPTER IV: ABOUT THE EFFECTIVENESS AND FUTURE OF THE MULTI-STAKEHOLDER MECHANISM (5 min)

10 questions

IV. 1. EFFECTIVENESS

34. Current perceived effectiveness on key issues:

If you are using your cell phone, scroll through the columns to the right to see all the options.

	Very low	Low	Medium	High	Very high
The inclusion of the **food systems approach[200]** in the work of the multi-stakeholder mechanism					
The inclusion of **environmental sustainability** angle in the work of the multi-stakeholder mechanism.					
Meeting the **health and nutrition needs of the most vulnerable**					
The effectiveness of the multi-stakeholder mechanism in fostering inclusive and constructive **dialogue** between all food system stakeholders.					
The effectiveness of the multi-stakeholder mechanism to promote collaborative and coordinated **action** between all food system stakeholders.					
The responsiveness of the multi-stakeholder mechanism to support effective decisions and interventions in the context of **COVID**.					

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[199]*Food systems are multidimensional and interrelated, and thus require a holistic approach: examining food systems as a whole rather than in separate pieces, and embracing a variety of voices instead of individual perspectives. A food systems approach to policy-making and implementation connects elements within various policy agendas—primarily environmental, agricultural, health, trade, and industry—widening the opportunities for any country or city to achieve sustainability in the food systems around them.*

[200]*Food systems are multidimensional and interrelated, and thus require a holistic approach: examining food systems as a whole rather than in separate pieces, and embracing a variety of voices instead of individual perspectives. A food systems approach to policy-making and implementation connects elements within various policy agendas—primarily environmental, agricultural, health, trade, and industry—widening the opportunities for any country or city to achieve sustainability in the food systems around them.*

35. Please provide any additional information related to your perceptions regarding the effectiveness of the Multi-stakeholder Mechanism on key issues

36. In your opinion, what are the key roles that the Multi-stakeholder Mechanism plays to advance sustainable food systems in your country/city?

– Select all that apply –

Networking

New collaborations

Filling information gaps

Addressing trade-offs when there´s conflicting agendas

Advice

Advocacy

Policy formulation

Policy implementation

Policy implementation monitoring

Other

37. In your opinion, what have been the 3 major concrete achievements of the Multi-stakeholder Mechanism?

– Maximum 3 selections –

Networking of food stakeholders

Generating new concrete collaborations and projects

Addressing food systems trade offs

Providing sound advice for policy-making

Advocacy for policy-making

Providing input to policies/strategies/action plans/other

Food policy formulation

Food policy implementation

Other

38. Please describe succinctly what has been, in your opinion, the major concrete achievement of the Multi-stakeholder Mechanism

2. MAIN DRIVERS AND BARRIERS PERCEIVED

39. In your opinion, which of the following factors are the strongest drivers of collaboration of the Multi-stakeholder Mechanism on sustainable food systems?

– Select all that apply –

Trust built upon many years of networking and collaborating

The balanced representation of all food systems actors in the multi-stakeholder mechanism

Conducive leadership and governance of the multi-stakeholder mechanism

Personal motivation

Existing budget to support participation and collaboration

Mandatory regulation

Mandatory need to report to an authority/organization

Perceived political support/will

Perceived effectiveness of the mechanism

Other

40. In your opinion, which of the following factors form the largest **barriers/challenges** to collaboration of the Multi-stakeholder Mechanism on sustainable food systems?

– Select all that apply –

Juniority of the mechanism

Lack of adequateness of the representativeness of the mechanism

Non-conducive leadership and governance of the multi-stakeholder mechanism

Lack of incentives/motivation

Lack of clear agenda

Lack of budget to support participation and collaboration

Lack of mandatory regulation

Lack of time to engage in additional initiatives

Lack of perceived political support/will

Perceived lack of effectiveness of the mechanism

Difficulty to address trade-offs (conflicting agendas and interests)

Other

41. Please describe succinctly what has been, in your opinion, the major failure of the Multi-stakeholder Mechanism

42. How has the Multi-stakeholder Mechanism benefitted your organization (what have you got out of it)?

3. LOOKING AHEAD

43. In your opinion, what sustainable food systems related topics, strategies and activities should be prioritized in the Multi-stakeholder Mechanism in coming years?

– Select all that apply –

COVID impacts on food systems

Climate mitigation/adaptation

Sustainable food production

Urban agriculture/Short supply chains

Local markets/Food environments

Consumer awareness and education

Food safety and quality

Food loss and waste

Food governance

Other

OPTIONAL QUESTIONS

44. In your opinion, what should an educational tool on multi-stakeholder Mechanisms[201] promoting sustainable food systems include, to support your work and the emergence of similar platforms/mechanisms in other cities/countries/regions?

45. In your opinion, what should international initiatives such as the One Planet Network Sustainable Food Systems programme[202] and events such as the UN Food Systems Summit 2021[203] include/do to support the work of sustainable food systems multi-stakeholder mechanisms?

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[201]*One of the products of this study will be a knowledge product/technical tool on sustainable food systems multi-stakeholder mechanisms and the broader governance structures and arrangements in which they operate.*
[202]*https://www.oneplanetnetwork.org/sustainable-food-system*
[203]*https://www.un.org/en/food-systems-summit*

Annex 4: General analysis of surveys' participants

1. Response rate

A total of 121 stakeholders completed the survey, from 10 different countries, 102 different organizations and 7 different constituencies: Government (public sector), CSO[204] (Civil Society Organizations), NGO[205] (Non-Governmental Organizations), Private sector, Farmers (or farmers groups), Academy and International organizations. Among these, 10 responses came from the focal points and 111 from the different stakeholders, three of which were discarded. The first one was discarded as the contact information was missing, the second one was a duplication (the same person filled in the survey twice) and in the third one a large part of

the survey was not answered. The final count was **10** responses from focal points and **108** from stakeholders from 102 different organizations.

Regarding the representativeness of the stakeholders' responses, the target was having at least one response per key stakeholder group per case study. This was achieved at **94 per cent** (see figure 82), and the missing categories were:

- Farmers, in the case of India
- Government, in the case of London
- Private sector, in the case of Antananarivo

| Country/ City | SFS MSM | Focal points responses | | Stakeholders responses | | | | | | |
		Response	Focal Point	Government	Civil Society	Private Sector	NGO	Farmers	Academy	International Organizations
France	French National Food Council		Marion Bretonnière Le Dû							
Denmark	Organic Denmark		Helle Borup Friberg / Paul Holmbeck							
India	Eat Right India		Inoshi Sharma							
Ghent (Belgium)	Gent en Garde FPC		Lieta Goethijn							
London (UK)	London Food Board		Genevieve D'Souza / Lisa Bennett							
Montreal (Canada)	The Montreal FSC		Anne Marie Aubert							
Los Angeles (USA)	Los Angeles FPC		Christine Tran							
Quito (Ecuador)	Quito Agri-Food Pact		Alexandra Rodriguez							
La Paz (Bolivia)	La Paz Municipal FSC		Maria Teresa Nogales							
Antananarivo (Madagascar)	Antananarivo FPC		Carmen Zuleta							

Legend:
- Response not received
- Response received from at least 1 stakeholder
- Response not received (not mandatory)

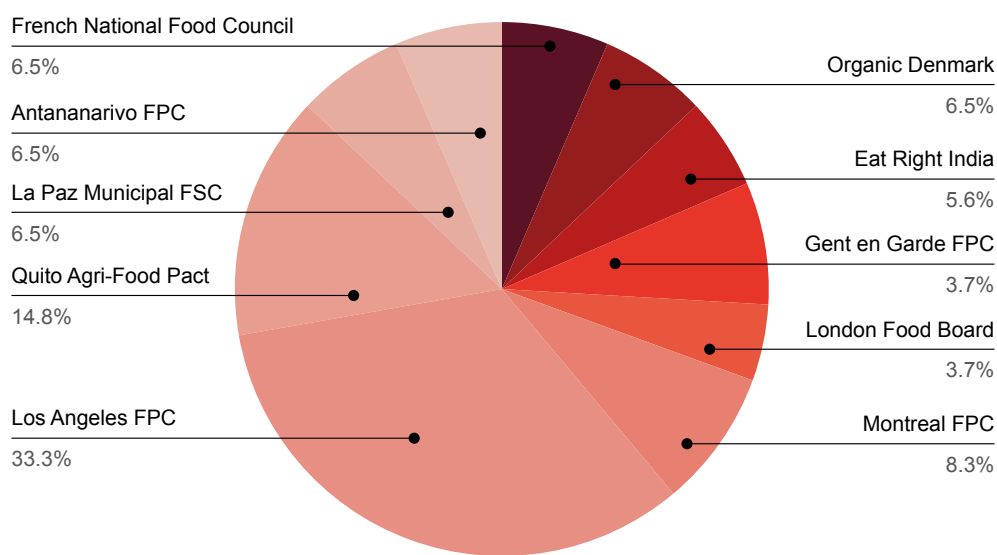*Figure 81. Overview of responses received for both surveys*

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[204]*The study uses the definition of CSOs put forward by the 2007– 2008 Advisory Group on CSOs and Aid Effectiveness and adopted by the OECD DAC: "CSOs can be defined to include all non-market and non-state organizations outside of the family in which people organize themselves to pursue shared interests in the public domain. Examples include community-based organizations and village associations, environmental groups, women's rights groups, farmers' associations, faith-based organizations, labour unions, co-operatives, professional associations, chambers of commerce, independent research institutes and the not-for-profit media."*
[205]*NGOs are usually understood as a subset of CSOs, mainly involved in development cooperation, organized on a local, national or international level to address issues in support of the public good. This study isolates NGOs from the CSOs category as their constituencies, interests and roles in SFS MSMs may differ significantly.*
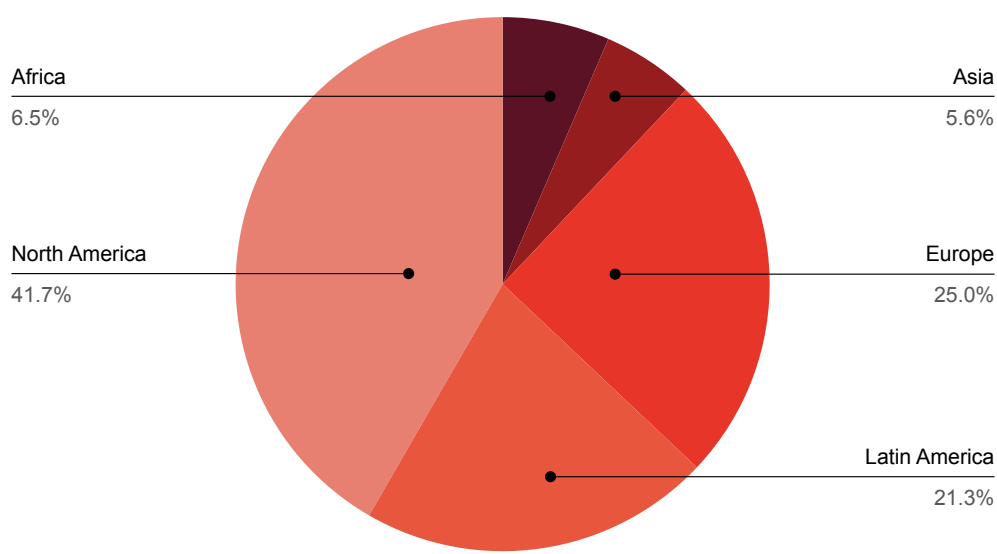
2. Analysis of participants

Figure 82 shows the distribution of total participants per case study. The Los Angeles Food Policy Council was the SFS MSM with the highest number of participants, with 36 respondents out of 108 (33 per cent), followed by Quito, with 16 respondents out of 108 (15 per cent).

As shown in Figure 83, survey participants are based in different world regions (depending on the SFS MSM in which they participate), the most represented regions being North America (with 42 per cent of respondents) followed by Europe (25 per cent) and Latin America (21 per cent). Asia and Africa were the least represented regions, with 6 per cent of total respondents each.

French National Food Council 6.5%
Antananarivo FPC 6.5%
La Paz Municipal FSC 6.5%
Quito Agri-Food Pact 14.8%
Los Angeles FPC 33.3%
Organic Denmark 6.5%
Eat Right India 5.6%
Gent en Garde FPC 3.7%
London Food Board 3.7%
Montreal FPC 8.3%

(n=108)

Figure 82. Stakeholder survey participants by SFS MSM

Africa 6.5%
North America 41.7%
Asia 5.6%
Europe 25.0%
Latin America 21.3%

(n=108)

Figure 83. Stakeholder survey participants by world region

The majority of respondents were women, with 56 per cent of responses compared to 43 per cent responses from men, as shown in Figure 84. SFS MSM at national level had, on average, a higher participation of men (64 per cent) while subnational level SFS MSM had a higher participation of women (62 per cent). It is important to note that for all cases, the 10 focal points were women (with the exception of Denmark where there were two focal points, one woman and one man).

Regarding age range, most of the participants (40 per cent) were in the highest age range of over 51 years old, followed closely by 37 per cent in the age range of 36-50 years, and only 23 per cent in the age range of 20-35 years (See Figure 85).

Respondents were also working in a range of different types of organizations, as shown in Figure 86. The largest group of survey participants works in non-governmental organizations, with 41 per cent of participants, followed by the public sector (government) representing a national, state, provincial, or local authority, and civil society organizations, with 17 and 15 per cent of participants respectively. The least represented constituency were international organizations and academic institutions.
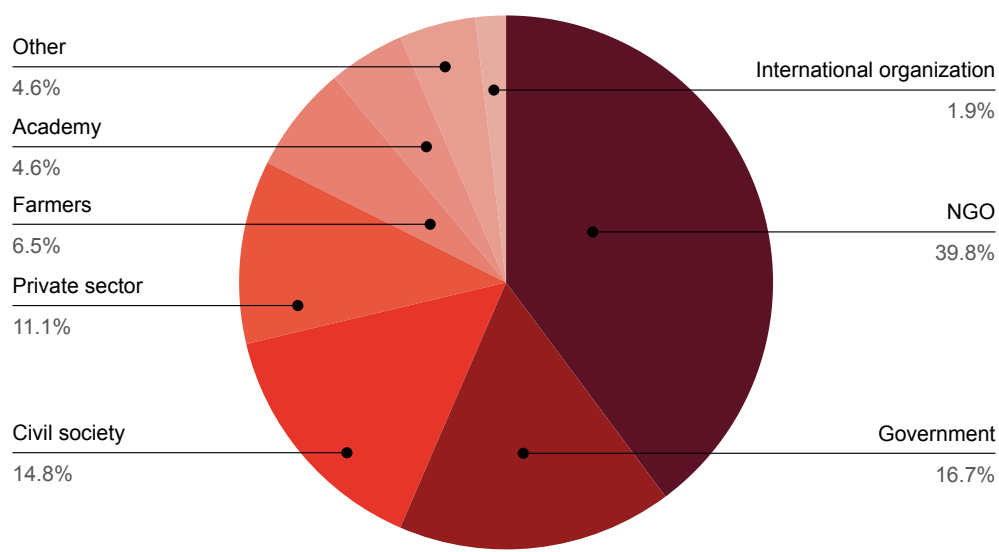
Survey participants were also working in a range of different sectors related to food systems, as shown in Figure 87. The largest group of survey participants works in food security, with 26 per cent of participants, followed by agriculture and environment, with 14 and 13 per cent of participants respectively. The least represented sectors finance and health with 2 and 6 per cent of participants respectively.
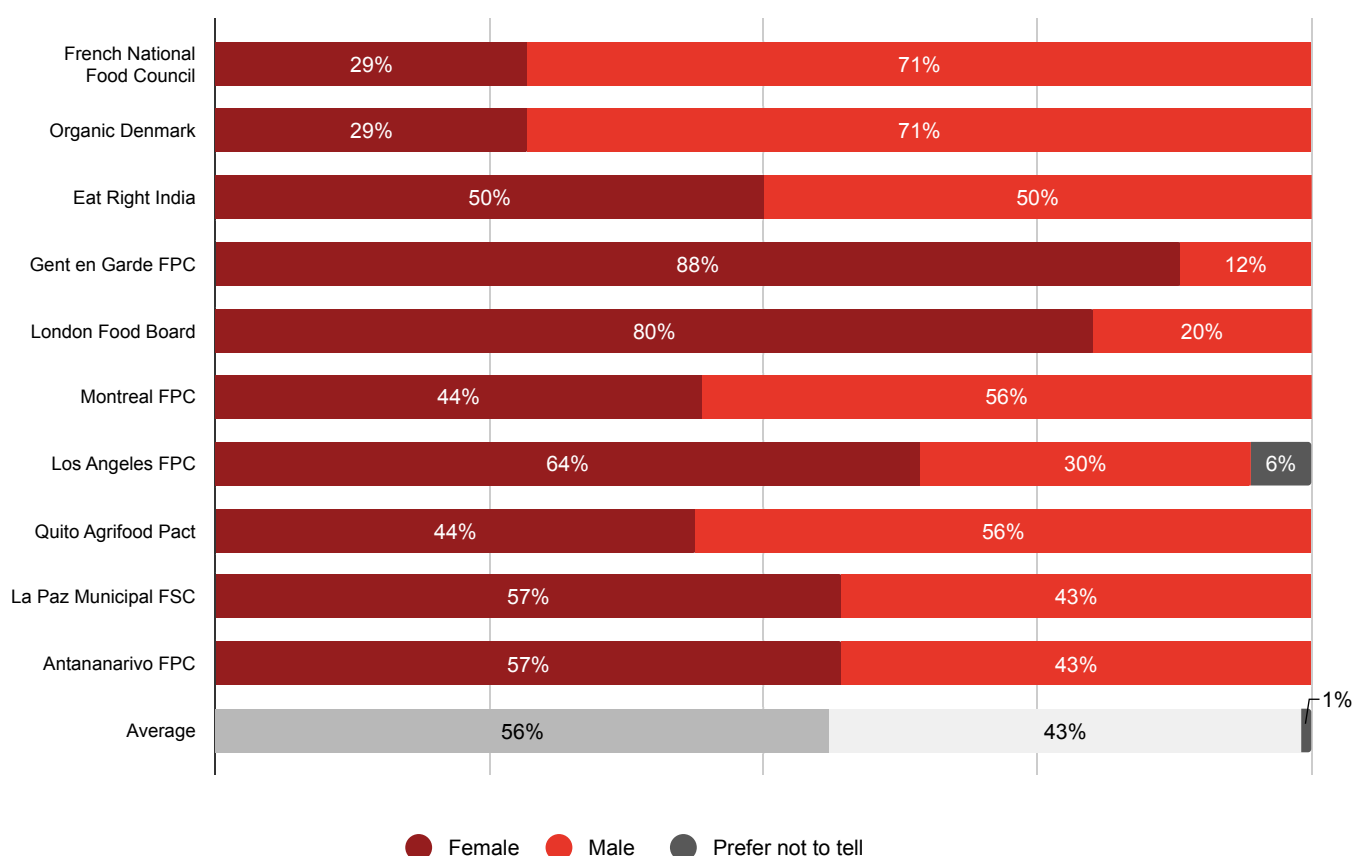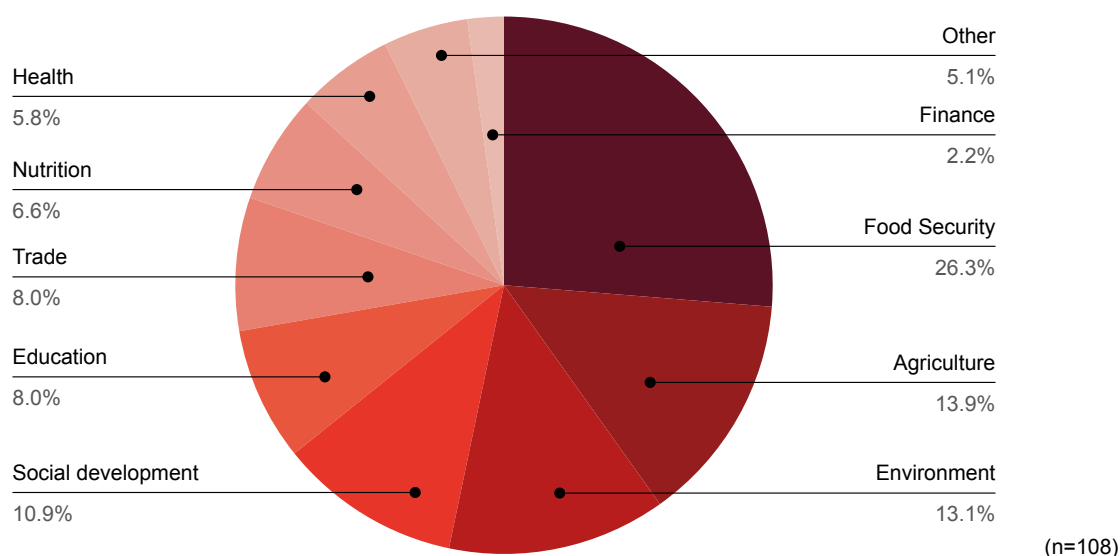

Figure 84. Stakeholder survey participants by gender
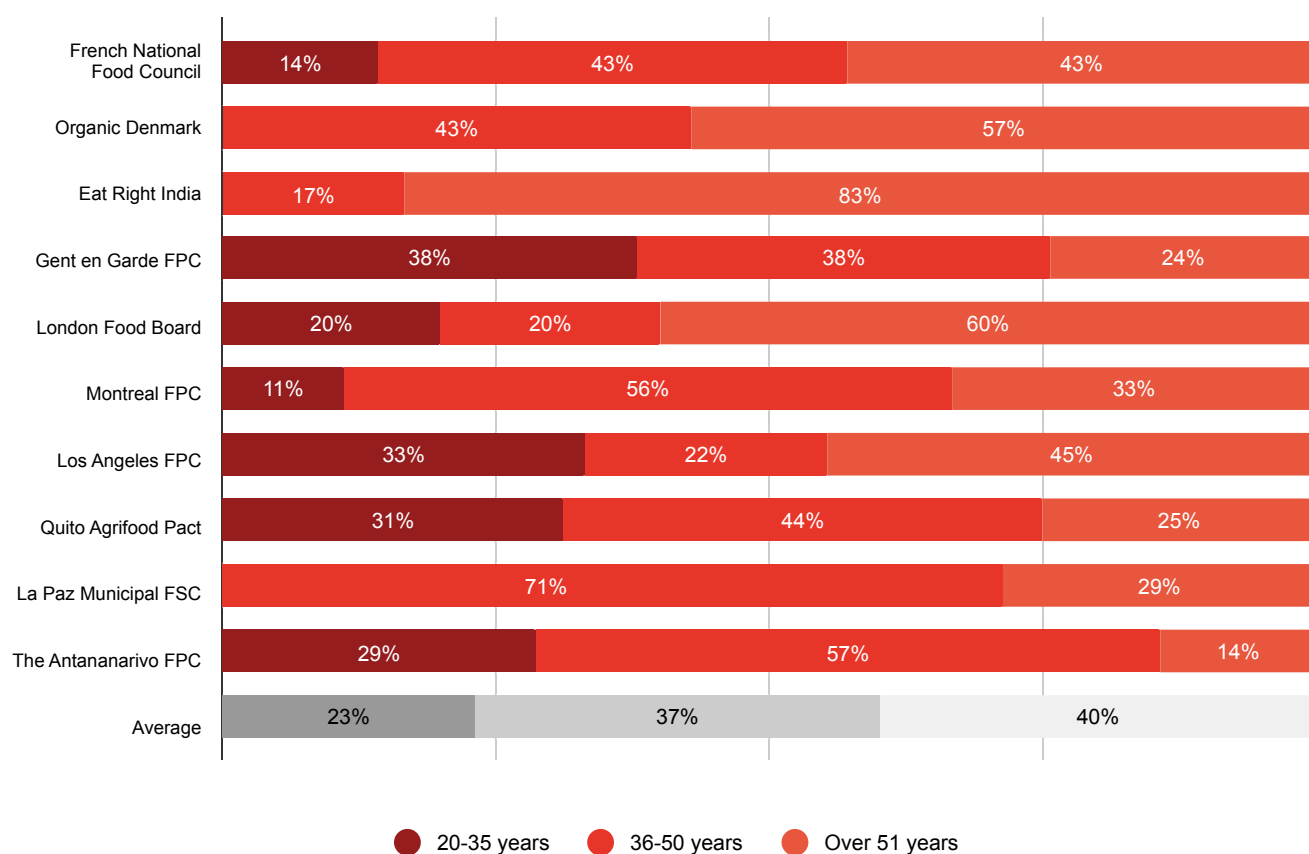
Figure 85. Stakeholder survey participants by age range

French National Food Council: 14% (20-35 years), 43% (36-50 years), 43% (Over 51 years)
Organic Denmark: 43% (36-50 years), 57% (Over 51 years)
Eat Right India: 17% (36-50 years), 83% (Over 51 years)
Gent en Garde FPC: 38% (20-35 years), 38% (36-50 years), 24% (Over 51 years)
London Food Board: 20% (20-35 years), 20% (36-50 years), 60% (Over 51 years)
Montreal FPC: 11% (20-35 years), 56% (36-50 years), 33% (Over 51 years)
Los Angeles FPC: 33% (20-35 years), 22% (36-50 years), 45% (Over 51 years)
Quito Agrifood Pact: 31% (20-35 years), 44% (36-50 years), 25% (Over 51 years)
La Paz Municipal FSC: 71% (36-50 years), 29% (Over 51 years)
The Antananarivo FPC: 29% (20-35 years), 57% (36-50 years), 14% (Over 51 years)
Average: 23%, 37%, 40%

Legend: 20-35 years, 36-50 years, Over 51 years

Other 4.6%
Academy 4.6%
Farmers 6.5%
Private sector 11.1%
Civil society 14.8%
International organization 1.9%
NGO 39.8%
Government 16.7%

(n=108)

Figure 86. Stakeholder survey participants by type of organization (constituency)

Figure 87. Stakeholder survey participants by sector

The stakeholders surveyed contribute to the development of food systems in a variety of ways. As shown in Figure 88, the most common role of survey participants was to Educate citizens and communicate about sustainable food and related topics, followed by Providing services to support food systems. Far fewer survey participants were specifically responsible for Health promotion or Advocating for sustainable food systems (from their role in their organization).

Data collected through the surveys show that respondents had varying levels of experience in sustainable food systems and multi-stakeholder mechanisms. Many of them had worked in the two topics for an extended period, although participants were more likely to have accrued long-term experience in sustainable food systems than in multi-stakeholder mechanisms. 47 per cent of survey participants have worked on sustainable food systems for more than
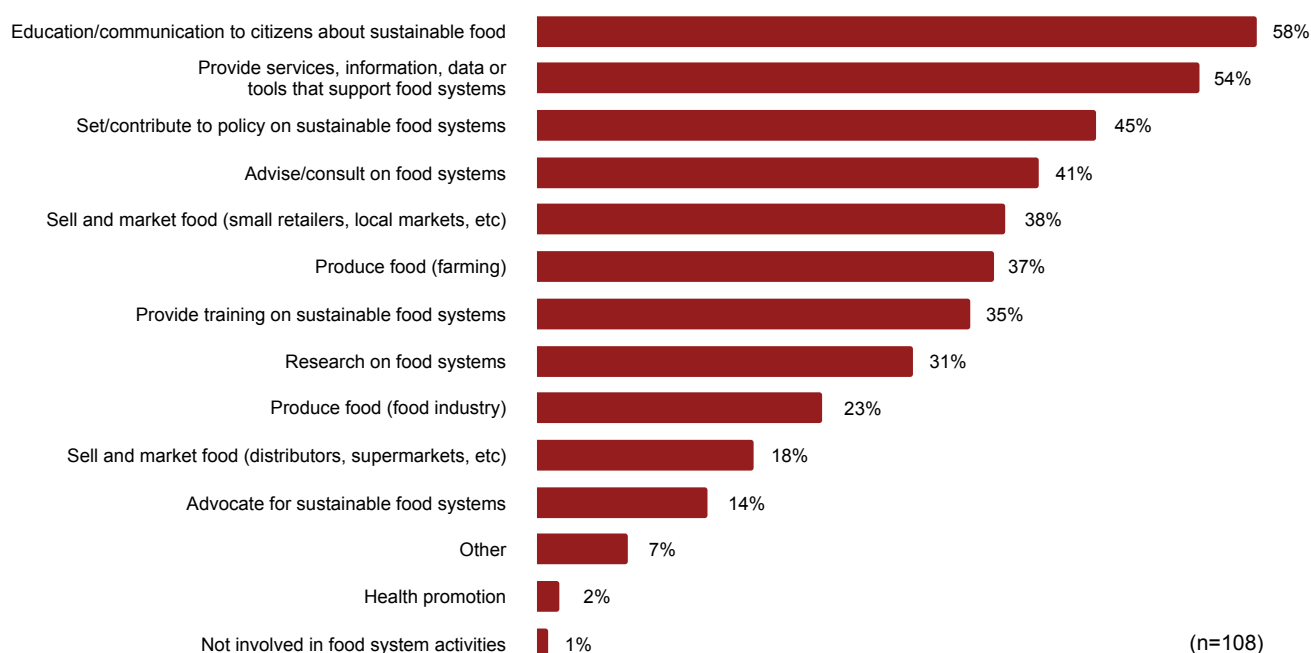
Figure 88. Food systems activities run by survey participants (multiple answers possible)

10 years, 28 per cent for five to 10 years and 33 per cent for less than 4 years. By contrast, only 22 per cent of respondents reported having worked on multi-stakeholder mechanisms for over 10 years, while 28 per cent have worked in the field for five to 10 years and the majority, 58 per cent, for less than 5 years.

Likewise, the organizations to which the survey participants belong had varying levels of experience in sustainable food systems and multi-stakeholder mechanisms, but in this case, the experience on both topics was higher than the experience from individuals, in particular the experience working on MSM. Fifty-five per cent of the organizations participating in the survey have worked on sustainable food systems for more than 10 years, 28 per cent for five to 10 years, and 19 per cent for less than 4 years. The experience of the participating organizations working on the topic of multi-

stakeholder mechanisms is evenly distributed, with 31 with an experience of over 10 years, 33 per cent of five to 10 years and 36 per cent of less than 5 years.

Survey respondents participate in their respective SFS MSM in a variety of ways. As shown in Figure 89, the majority of respondents are involved in the SFS MSM as participants (63 per cent), and the second and third most played roles are facilitators and technical support roles, with 34 and 32 per cent respectively. Far fewer of them were assistants or in charge of providing financial support, with 10 and 11 per cent respectively.

The participation in the stakeholder survey presents a good variety of stakeholders and organizations in terms of geographic location, constituencies, sectors, gender, age range, experience, food systems activities and roles represented.

Role	Percentage
Participant	63%
Facilitator	34%
Technical support	32%
Public liaison	27%
Coordinator	25%
Leader/champion	23%
Convener	22%
Host	18%
Media/External relations	12%
Financial support	11%
Assistant	10%
Other	6%

(n=108)
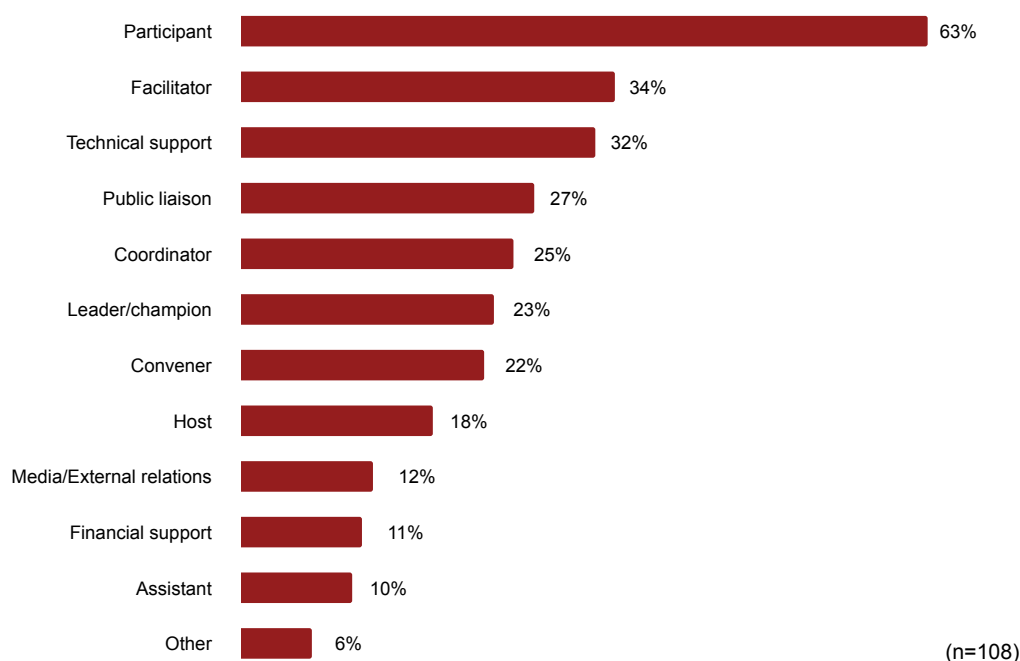
Figure 89. Roles played by survey participants in the SFS MSM (multiple answers possible)

Annex 5: Overview of policies related to sustainable food systems in France

(Taken from Walton, S. and Hawkes, C., 2020)

The French government has promoted agroecology since 2012 and has put in place a series of well-funded biodiversity, organic and agroforestry plans. The 2014 Law for the Future introduced a unique method for encouraging agroecological transitions with the funding of Economic and Environmental Interest Groups (EIGS), which are farmer groups that collectively transition to agroecology production methods that can show positive economic and environmental outcomes.

The National Nutrition Programme, 2019-2023 aims to address obesity in France through a wide range of measures.

The EGalim law or "Law for the Balance of Commercial Relations in the Agricultural Sector and Healthy and Sustainable Food", is a set of environmental, animal welfare, trade and health initiatives that originated from the Estates General on Food held in 2017.

The Estates General of Food in France was an unprecedented attempt to bring all stakeholders to the table to discuss the future of food in France. It involved 700 people across 74 territories (agriculture, food industry, distribution, catering, politicians, NGOs, academics, food banks, finance, and retail) in a number of workshops, seminars, meetings and debates. The direct outcome of the Estates General was the Food and Agriculture Law (2019). In addition to the workshops, a public consultation was opened up online from July to November to solicit votes on proposals made by the government and to invite proposals and arguments on specific issues. The online platform was developed to allow for engagement with different opinions and debates to be visible and interactive. Registered members could publish their votes and proposals publicly. It received 163,000 votes and 18,000 contributions. The online contributions were used to form the agenda for the workshops.

Food waste has been high on France's agenda since setting a goal in the 2013 National Pact Against Food Waste (renewed in 2018) to reduce waste by 50 per cent by 2025. It was championed by the former Minister of Agri-food Industries who led the development of Fighting Food Waste: Proposals for a Public Policy in 2015 and ultimately the Food Waste Law. It was passed unanimously by Parliament in 2016.

In 2010, the Law for the Modernization of Agriculture and Fisheries established a framework for the development of a national food policy in France with the goal to make quality sustainable food accessible to all. It stipulated that the development of a National Food Programme (PNA) would be led by the National Food Council that was established in 2003.

Then, in 2014, the Law for the Future of Agriculture, Food and Forestry (2014) built on the 2010 law, covering a wide range of issue and strengthening the position of the National Food Council

The 'Raffarin' Law (1996). Quite similar to Japan's Large Retail Law, the 'Raffarin' Law requires that stores bigger than 300m2 must receive full planning consent to open, including approval by local artisans and retailers.

Animal welfare is considered a key piece of agroecological farming and the 2016 Animal Welfare Strategy, later strengthened in 2018, led to new laws regarding animal abuse offenses in the 2019 Food and Agriculture Law.

The National Food and Nutrition Programme France has had a series of National Nutrition and Health Programmes (PNNS) since 2001, implemented in blocks: 2001-2005, 2006-2010, 2011-2018, and 2019-2023. Between them, these programmes have involved a wide range of different measures including education and campaigns (including through the website and brand mangerbouger. fr); a voluntary reformulation programme; a sugary drinks (2012) and energy drinks (2014) tax; setting standards for nutritional quality of school meals; prohibition of vending machines in schools; the requirement for health messaging on all food advertising; and the adoption of the ' Nutri-Score' front-of-pack nutritional labelling scheme that food companies can use on a voluntary basis.

Annex 6: Overview of policies related to sustainable food systems in Denmark

(Taken from Walton, S. and Hawkes, C., 2020)

In 2019, the Danish government launched Gastro 2025, a plan to develop culinary diplomacy. The plan emerged from the recommendations of Team Gastro, a government-appointment board of 19 industry executives and chefs. The Gastro 2025 plan and groups like Food Nation have advanced Denmark as a gastronomic "brand" to inspire food sustainability and increase exports and economic growth.

Denmark has innovated new restrictions (for example on trans-fats), taxes (the fat tax) and partnerships (the Wholegrain Partnership). Action on this topic has been mainly at the city level, as the 2016 Health Act requires municipalities to create food and health plans.

National action is now increasing with the new Strategy on food, meals and health and a DKK 40 million (£4.6million) budget. Public kitchens are a central feature of this strategy.

Organic Denmark has participated in the formulation of the following policies and strategies:

- Strategy for climate and organic conversion in public kitchens

- Strategy for agricultural policy in support of sustainability

- Sector Strategy for the organic food sector in the Danish Rural Development Plan

- Policy package for small scale farming and farmers with direct sale to consumers

- Strategy for Knowledge center for plant based organic food production

- Strategies for development of the organic food market

Also, Organic Denmark co-authored the world's first Organic Label Action Plan and is a major contributor to the European Union's Organic Action Plan and the C40 Good Food Cities Declaration (Mayors Climate Summit 2019). The SFS MSM has also participated in the formulation of 8 national green action plans launched between the years of 1995 and 2018.

Annex 7: Stakeholders participating in the Gent en Garde FPC

The Gent en Garde FPC is composed of 25 members from various sectors: agriculture, civil society and non-profit organizations, associations, knowledge institutions, food industry, retail and catering.

Gent en Garde is led by the city administration, but builds its strength on a co-creative approach. The role of the city shifts based on need: at times the city has its own tools (e.g. urban planning, public procurement), and other times it influences consumption habits (e.g. vegetarian eating habits, taking leftovers home). Often the role of the city is one of facilitating early dynamics, strengthening them and helping them scale up through stakeholder engagement and piloting projects (UNFCCC, 2020).

There is also an internal working group within the city administration. The theme of sustainable food links with different ambitions and initiatives from other city departments. The working group ensures cross-departmental alignment and input. The role played by the different actors can be summarized as follows:

- City council: mandate for and approval of the food policy and composition of the food policy council

- Food policy council: composed of civil society, academics, representatives of agricultural organizations, retail and catering

- City administration: 15 departments represented in the internal working group

- Stakeholders: 150 stakeholders consultation in preparing and launching the food policy

This integrated approach of having a food policy, an external council and an internal working group are crucial in ensuring a clear mandate to launch specific initiatives and influence policy-making that impacts food-related goals and ambitions (Forster et al, 2015).

Annex 8: Working groups in LAFPC

The collective impact ecosystem comprises the following elements:

- External Working Groups & Networks: LAFPC participates in external working groups and networks like the California Food Policy Council, California Farm & Food Network, and Healthy, Equitable, Active Land Use Network.

- Working Groups: LAFPC convenes working groups, which are subcommittees dedicated to furthering goals of the Good Food for All Agenda. They develop policy recommendations around specific issues. Working Groups are led by Co-Chairs and a LAFPC staff liaison.

- Food Interest Groups (FIGs): From culinary arts to storytelling, LAFPC is launching FIGs to support the diverse interests and dialogues that exist across our food system. FIGs are created around a shared interest in specific areas of the food sector to generate knowledge, learning, opportunities, and to network with like-minded peers.

- Networking Events: To help connect the dots between and across groups, LAFPC organizes networking meetings to enhance cross-sector food engagement.

- Facilitate Leadership Development: To foster awareness and support active community and organizational participation in systems change work. They offer formal training under programming like Healthy Neighborhood Market Network, Food Leaders Lab, and Food Ambassadors.

This multidimensional governance structure has proven highly effective in keeping both government and community stakeholders at the table by providing all parties with meaningful opportunities to align interests and achieve food systems change.

Annex 9: Stakeholders participating in the PAQ

The actors that participate in the Quito Agri-Food Pact can be grouped into the following categories:

- National Government: Ministry of Agriculture (Undersecretariat of Family Agriculture), Agency for the Regulation and Control of Plant and Animal Health (Agrocalidad) and the Office of the People's Advocate.

- Provincial Government: Decentralized Autonomous Government of Pichincha

- Local Government: Secretariat for Productive Development and Competitiveness, CONQUITO Economic Promotion Agency, Secretary of Health, Secretary of Social Inclusion, Secretary of Education, Secretary of Planning (Directorate of Resilience), Secretary of the Environment, Secretary of Habitat and Housing, Trade Coordination Agency and Metropolitan Institute of Urban Planning.

- Civil Society: Campaign How rich it is! FUEGOS, Food for Change - Slow Food Ecuador, Ecuadorian Fair Trade Consortium, Social and Solidarity Economy Movement (MESSE), Market Users Committee (CUM), College of Agricultural Engineers of Pichincha, Metropolitan Council of Social Responsibility and Foundation Collective Vision.

- Private Sector: National Association of Manufacturers of Food and Non-Alcoholic Beverages (ANFAB) and Chamber of Agriculture of the First Zone.

- Academy: Esculapio Higher Technological Institute, National Polytechnic School of Ecuador and Quito Food Bank (BAQ).

- International Cooperation: RUAF Foundation (Global Partnership on sustainable Urban Agriculture and Food Systems), RIKOLTO (VECO), RIMISP (Latin American Center for Rural Development), FAO and HIAS Ecuador (Hebrew Immigrant Aid Society) (Maldonado, 2019).

Annex 10: Stakeholders participating in the MFSC-LPZ

The work conducted by the MFSC-LPZ is possible thanks to the participation of the many people and institutions (more than 30 institutions per municipality) that make up the entity, including genuine representation and participation of small, medium and large actors.

Members representing the Municipal Autonomous Government of La Paz:

- Senior Secretary of Human Development
- Senior Secretary of Economic Promotion
- Director of Urban Centralities (Strategic Urban Planning Office)
- Director of Strategic Planning
- Director of Municipal Food Laboratories
- Head of the Complementary School Feeding Unit
- Local Municipal Council

Independent professionals representing:

- CIDES-UMSA - Postgraduate academic institution specialized in social sciences, economics and humanities
- *Colegio de Politólogos de La Paz* - Local society of political scientists of La Paz.
- *Sociedad Católica San José* - Local non-government organization that works with lower income communities, offering health and education services
- *Cosecha Colectiva* - Local organization that works to promote healthy eating and sustainable food systems
- FCCP - Local organization that works to empower women
- IISEC - Socio-economic research institute of the Catholic Bolivian University (Universidad Católica Boliviana)

- MIGA - Local organization that works to protect and rescue food patrimony in Bolivia.
- Practical Action - International organization working with communities to develop ingenious solutions for agriculture, water, waste management, climate resilience and clean energy access
- CODAN - Departmental coordinator for food and nutrition
- Helvetas - International development organization working in more than 30 countries around the world
- CIOEC - Local farmer´s organization
- *Louvain Coopération* - Belgian university NGO that conducts development work in Africa and Latin America
- Friedrich Ebert Foundation - German political think tank that works to strengthen democracy, foster sustainable development and social justice
- *Fundación Aru* - Local think tank that specializes in public policy analysis
- Restaurant *Armonía* - Local farm to table restaurant that supports sustainable food initiatives
- FAO - United Nations Food and Agriculture Organization
- OMS - World Health Programme
- Konrad Adenaur Stiftung - German political think tank that promotes democratic dialogue in Bolivia
- *Bio Bolsas* - Local sustainable agriculture initiative fostering an economic model of community based agriculture
- *Federación Departamental de Comerciantes de La Paz* - departmental street vendors association
- FAM - Federation of Bolivian municipalities

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