

One Planet Sustainable Food Systems Programme

13th MAC meeting (face-to-face)

FAO Headquarters, Rome (Italy)
11-12 October 2019

Draft summary report

Summary of main discussion points, outcomes and decisions:

- The MAC **confirmed Costa Rica as a new Co-Lead** of the SFS Programme.
- The MAC **adopted 4 new Programme Partners**, bringing their total number to 155.
- The MAC **approved 2 additional affiliated projects**, bringing their total number to 48.
- The five main objectives of the **2021 Food Systems Summit** are: affirming the centrality of food systems to the achievement of the 2030 Agenda; aligning stakeholders involved in food systems transformation around a common practical framework; strengthening evidence and developing tools for decision makers to make choices on trade-offs; promoting a science-policy interface on food systems; and accelerating multi-stakeholder actions at different levels.
- The MAC decided that the SFS Programme shall seek to be actively involved in the process leading to the Summit. The priorities for the SFS Programme's workplan 2020-2021 will be adjusted accordingly.
- The MAC also discussed that there may be a need to further readjust and/or streamline the task forces, including in view of the 2021 Summit.
- The MAC agreed to hold the SFS Programme's **3rd Global Conference** at the end of 2020, presumably in Bangkok, Thailand, and shape it as a stepping stone towards the UN Food Systems Summit. It was announced that an organizing committee will be established following the MAC meeting.
- Cross-programme collaboration: The MAC meeting also saw discussions on cross-programme collaboration. On one hand, concerning the SFS Programme's contributions towards the [initiative on plastics of the One Planet network](#). On the other hand, concerning a collaboration around public procurement with the One Planet network Sustainable Public Procurement Programme, in fulfillment of one of the points in the [call to action](#) of the 2nd Global Conference of the SFS Programme.



1. Introduction

1.1 Welcome and adoption of agenda

Mr. Alwin Kopse, *Deputy Assistant Director-General, Federal Office for Agriculture (Switzerland)*, welcomed all participants to the 13th MAC meeting, especially the new MAC members as well as observers, and thanked the former MAC members for their active contributions over the past years. He then summarized the outcomes of the 12th MAC meeting, which took place as a teleconference on 20 June 2019, and outlined the main objectives of this MAC meeting, which were to facilitate discussions and provide guidance on: positioning the SFS Programme and its activities vis-à-vis the 2021 UN Food Systems Summit; a preliminary concept note on the 3rd Global Conference of the SFS Programme; the draft SFS Programme workplan 2020-2021; the activities of the core initiatives and the task forces; and cross-programme collaboration on food systems related issues.

Finally, Mr. Kopse presented the draft agenda of the 13th MAC meeting. As there were no comments with regards to content, he declared the agenda as adopted.

1.2 Adoption of summary report of the 12th MAC meeting

Before going into the content of the 13th MAC meeting, Mr. Kopse presented the summary report of the 12th MAC meeting. As there were no further comments by the MAC members, he declared it as adopted.

1.3 Tour de table: introductions and expectations

Mr. Kopse invited all participants to exchange with their neighbors about their expectations with regard to the 13th MAC meeting and its outcomes, as well as regarding key outcomes of the SFS Programme for the upcoming MAC term. Points highlighted by MAC members included:

Expectations 13th MAC meeting:

Discussions leading to strengthened understanding on how to improve:

- Partnerships
- Programme operationalization
- Positioning the SFS Programme

Expectations for upcoming MAC term:

- More focus on collaborations/partnerships for country-level / on the ground action, including action-oriented research
 - Strategic outreach to more countries
 - Work with strategic partners outside the SFS Programme
 - Inspire and scale up
- SFS Programme to be influential with regards to policy making / processes, with recognized contributions, including through clear positioning vis-à-vis Food Systems Summit
 - Clear common vision
 - Focus on solutions (rather than problems)
- Topic of sustainable food systems becomes a central issue in inter-governmental processes

2. Issues related to governance and membership

2.1 Co-Leadership renewal

Mr. Kopse thanked the outgoing co-leads South Africa and Hivos for their commitment and contributions to the SFS Programme over the past four years, and gave the floor to Ms. Cecilia Lopez y Royo, *IOYFP Secretariat*, regarding Costa Rica's application to join the co-leadership. Ms. Lopez y Royo informed the

MAC that Costa Rica's application, which was submitted on August 21st, 2019, had been favorably appraised by the Secretariat. As there were no objections from the MAC, Mr. Kopse declared Costa Rica as confirmed in their role as Co-Lead and welcomed them to the co-leadership team.

2.2 New Programme partners

Mr. Michaël Sapin, *Federal Office for Agriculture (Switzerland)*, informed the MAC members that since the last MAC meeting, several new partner applications were submitted to the Coordination Desk, which shared positively evaluated partner applications electronically with the MAC. As no written objections were received prior to the MAC meeting, 4 organizations were adopted as new partners, bringing the total number of SFS Programme partners up to 155.

3. Issues related to programme implementation

3.1 Strengthening synergies, partnerships and collaborations

3.1.1 UN Food Systems Summit 2021

Mr. Jamie Morrison, *FAO*, provided an update on the preparatory process towards the UN Food Systems Summit 2021. Mr. Morrison explained that the Summit had not yet been formally announced, but that the UN Secretary General was supportive of the summit and it was planned that it would be announced on World Food Day (October 16th).¹ While stressing the importance of the process towards the Summit as an overarching goal that is expected to bring different relevant initiatives together, he laid out the five main objectives of the Summit as follows:

- 1) Affirming the centrality of food systems to the achievement of the 2030 Agenda;
- 2) Aligning stakeholders involved in food systems transformation around a common practical framework;
- 3) Strengthening evidence and developing tools for decision makers to make choices on trade-offs;
- 4) Promoting a science-policy interface on food systems; and
- 5) Accelerating multi-stakeholder actions at different levels.

Ms. Maria Elena Varas, *WEF*, presented the Food Action Alliance as one of the delivery mechanisms towards the Summit. Finally, Ms. Margarita Astralaga, *IFAD*, complemented that the process towards the Summit will be an opportunity to show that it is possible to break the silos to make food systems transformation happen.

In the discussion that followed, MAC members stressed the need to use the 3rd global SFS Programme conference as a pathway to the 2021 Summit, including possibly to promote science-policy dialogue and showcase examples of multi-stakeholder action. Furthermore, they stressed the need to affirm the SFS Programme's role in supporting the implementation of the SDGs as well international conventions on biodiversity and climate change, in the process leading towards the Summit. With its toolbox, in particular the Glossary and Collaborative Framework, the SFS Programme can put forward concrete tools in support of the Summit's objectives. The SFS Programme should make strategic use of its different task forces and core initiatives towards the five objectives of the Summit.

Mr. Kopse closed the discussion by stating that the SFS Programme must be involved in the process, and that in order to make a meaningful contribution it may be necessary to review some elements of the SFS Programme workplan. He proposed to convene a Summit "core group" that would ensure liaison with the organizers of the Food Systems System.

¹ In the meantime, the Secretary-General of the United Nations, António Guterres, announced that a Food Systems Summit will be organized in 2021: <http://webtv.un.org/news-features/watch/ant%C3%B3nio-guterres-secretary-general-on-world-food-day-16-october-2019/6094050854001/?term=>



3.1.2 *Third Global Conference of the SFS Programme*

Mr. Patrick Mink, *Federal Office for Agriculture (Switzerland)*, introduced the preliminary concept note for the 3rd global SFS Programme conference, followed by group discussions on brainstorming on (i) how the conference can build on the outcomes of the previous conference; (ii) how it can contribute to the 2021 Summit; and (iii) what would be the most appropriate format for the conference.

In addition, both FAO and UN Environment stated that their respective regional representatives located in Bangkok are interested in the topic of sustainable food systems, and that they could help establish contacts with the Thai government. Several other MAC members also expressed support for the proposal to organize the conference in Bangkok.

Feedback from the group discussions included the following:

- (i) Ask participants to report back about commitments of previous conference, in advance; while a biodiversity focus may be valuable, the conference must be broader to reflect the systems perspective (incl. markets, innovation, etc.); resilience could be a possible overarching theme.
- (ii) The objectives of the conference should be aligned with those of the 2021 Summit; further strengthen common understanding of sustainable food systems, e.g. produce an outcome that could be endorsed by the 2021 Summit; finalize and present SFS toolbox components.
- (iii) Involve more governments, youth, consumer associations and farmers; reduce agenda items and panels; have more group discussions (e.g. fishbowl); add market place / networking opportunity; parallel sessions yes, but without creating silos; keep dinner event and learning journeys.

To sum up the discussions, Mr. Kypse stated that the conference should not be about biodiversity as such, but rather look at its contributions to sustainable food systems; organizations that made commitments during the last conference should be asked to report before the next conference; resilience could be a possible theme contributing towards the 2021 Summit; the conference can further build on the Glossary and other SFS toolbox components; less discussion topics, more in-depth discussions; need for more government and private sector involvement.

To conclude, Mr. Kypse announced that an organizing committee will be established. A call for expression of interest for MAC members to join the committee will be launched by the Co-Leads.

3.2 *Issues related to programme management*

3.2.1 *SFS Programme Workplan 2020-2021*

Mr. Roberto Azofeifa, *Chief of Agro-environmental Production Department, Ministry of Agriculture and Livestock (Costa Rica)*, reminded the MAC that at their last teleconference, the MAC adopted a new chapeau for the workplan, which includes the Programme's priorities both from the 10YFP 5-year strategy as well as the priorities from the Programme's 2nd global conference.

Mr. Mink presented the structure of the workplan, explaining that some core initiatives and task forces had already followed the MAC's request to align their own work plans with the priorities in the chapeau.

Mr. Azofeifa concluded the discussion by stating that the workplan is a living document, and that necessary adjustments as per subsequent discussions will be reflected in future versions of the document

3.2.2 *The SFS Programme Core Initiatives*

Mr. Mink briefly presented an overview slide with the updates reported by the core initiative leads in preparation of the meeting. Subsequently, the following four SFS Programme core initiatives presented

recent achievements, adjustments they undertook in order to align with the new workplan chapeau, as well as opportunities for new partners to join:

Healthy and sustainable gastronomy as a key driver for sustainable food systems (Nout van den Vaart, Hivos; Roberto Azofeifa, Costa Rica)

The partners of the core initiative developed 10 principles of sustainable and healthy gastronomy.

Sustainability along all value chains: identifying and promoting local initiatives linking small-scale producers and consumers (Florence Tartanac, FAO)

A participatory methodology for mapping territorial markets was elaborated, and an open-source data collection tool is under development. Advocacy campaigns offer opportunities for new partners to join.

Complementing existing value chain sustainability assessments: Measuring, communicating, and valuing biodiversity in food systems (Marion Hammerl, Global Nature Fund)

Developed the Biodiversity Performance Tool, to motivate companies to improve biodiversity performance in standards. Interested partners are invited to test the tool.

Delivering SDG Target 12.3 on Food Loss and Waste (FLW) Reduction (Clementine O'Connor, UN Environment; Francesca Gianfelici, FAO)

Development of national strategies on FLW baseline setting. Partners can join in by engaging in FLW baseline measurement and sharing resources through the Community of Practice on Food Loss Reduction.

3.2.3 The SFS Programme's affiliated projects

Mr. Sapin informed the MAC members that since the last MAC meeting, several new proposals for affiliated projects were submitted to the Coordination Desk, which shared positively evaluated proposals electronically with the MAC. As no written objections were received prior to the MAC meeting, 2 proposals were approved as affiliated projects, bringing the total number up to 48.

3.2.4 The SFS Programme task forces

Mr. Azofeifa invited the four task force facilitators to provide a brief update on progress since the last MAC meeting.

TF1: Awareness raising and communication (Michael Mulet, WWF)

Since the last MAC meeting, this task force has adopted a more flexible approach, responding to relevant upcoming opportunities in the form of *ad hoc* task teams.

TF2: Enabling environments and capacity building (Marina Bortoletti, UN Environment)

Since the last MAC meeting, the task force has merged with the Community of Practice (CoP) on Food Systems Approach. The CoP is a mechanism for national implementation of the SFS Programme.

TF3: Information, knowledge and tools (Ms. Allison Loconto, INRA)

The task force is creating a database of sustainability assessment tools, as the basis to develop a guide for choosing the adequate tool to measure specific aspects of sustainability.

TF4: Partnerships and synergies (Mr. Divine Njie, FAO)

The task force has been focusing on helping TF2 / the CoP on Food Systems Approach to promote the Collaborative Framework. As next steps, the task force will map the specific interests of new Programme members and support events that can be leveraged towards the 2021 Summit.

After the four short presentations, the MAC discussed that there may a need to further readjust and/or streamline the task forces, including in view of the 2021 Summit.

3.2.5 *The SFS Toolbox*

After briefly introducing the rationale and the main components of the SFS toolbox, Mr. Mulet informed the MAC about progress on the case studies component. He stated that the intention was for the case studies to become a coherent tool to inform decision makers around food systems transformation. A collaboration with Farming First supports the development of the case studies, which are expected to be launched in early 2020.

Ms. Maria Magdalena Heinrich, *FAO*, then made a presentation on *FAO's* e-learning centre and their plans to finalize three modules of an e-learning tool by the end of 2020. In addition, she informed the MAC about an opportunity to organize a joint training session at the World Urban Forum in February 2020, which could be used to launch the SFS e-learning course.

3.2.6 *Results chain exercise*

Mr. Mulet introduced the results chain exercise. He explained that the exercise aims to ensure that the work of the SFS Programme will make a meaningful contribution to the UN Food Systems Summit in 2021, the Summit being the Programme's key milestone over the coming two years. Taking the workplan chapeau as its starting point, the exercise would serve to better align the work of the SFS Programme, including its core initiatives and task forces, with the agreed overarching priorities of the workplan. Furthermore, the exercise was intended to help identify the most important priority activities as well as missing elements in terms of framing the Summit, and to clarify roles and responsibilities in relation to the implementation of these activities.

The outcomes of the group discussions are contained in annex 2. The Co-Leads will further analyze these and present to the MAC an adjusted and complemented proposal.

3.2.7 *One Planet network cross-programme collaboration*

Ms. Martina Fleckenstein, *Global Policy Manager Food, WWF*, welcomed everybody to the second day of the MAC meeting, and invited Ms. Lopez y Royo to provide an overview of how the topic of food is being addressed in the different Programmes of the One Planet network. The Sustainable Tourism Programme, for example, is doing work on food and food waste reduction, focusing on the hotel industry. Food is also one of the thematic areas of the Sustainable Public Procurement Programme. There is an opportunity for the SFS Programme link into such activities, by providing guidance and advice.

Ms. Fleckenstein then invited Mr. Mervyn Jones, *Coordination Desk, SPP Programme*, to present their activities related to food and opportunities for cross-programme collaboration from the SPP Programme's point of view. Ms. Jones informed the MAC that the SPP Programme is being co-led by the Netherlands, ICLEI and China, and that they are currently in the process of setting up a new MAC. Food is one of their key areas, and he therefore stressed the need for collaboration with the SFS Programme. One concrete example of collaboration that Mr. Jones highlighted was a chapter on public procurement that they are co-authoring with *FAO*. In this context, Mr. Njie from *FAO* added that in discussions with the SPP Programme following the 10YFP executive meeting in May, tools, technical support and assessing impact of work were identified as possible areas for collaboration. Other possible areas for collaboration suggested during the discussion included criteria for procurement contracts, in particular the development of food waste prevention criteria as well as biodiversity criteria (link biodiversity core initiative); reviewing the 2018 *UNSCN* publication on public procurement; and mainstreaming nutrition-sensitivity into school feeding programmes.

A second discussion focused on One Planet network cross-programme collaboration around the issue of plastics. Ms. Nicola Jenkin, *Pinpoint Sustainability*, highlighted that *WWF* South Africa is currently working on a briefing paper on food waste and plastics. Ms. Loconto informed that a chapter on packaging by *INRA* will be published next year. Mr. Sandro Dernini, *CIHEAM*, highlighted the importance of marine litter. Ms. Elise Golan, *USDA*, stressed the need for a system to evaluate and address trade-offs between food waste and plastics. Similarly, Mr. Urs Schenker, *Nestlé*, voiced that the



SFS Programme could contribute by bringing in the systems perspective, mentioning as an example that biodegradable plastics can be in competition with food production. Finally, Mr. Mulet raised the point that some members of the SPP Programme (e.g. China) may possibly join the SFS Programme MAC.

When closing the discussion, Ms. Fleckenstein stated that all these ideas will be further analyzed by the Co-Leads, including in collaboration with the SPP Programme Co-Leads, and that the Coordination Desk will follow up with the MAC about next steps.

4. Next MAC meeting and any other business

4.1 Wrap-up

Ms. Fleckenstein provided a brief overview of the discussions and main decisions of the past one and a half days. Regarding the results chain exercise, she reiterated that the successful implementation of the planned activities will depend on the active contributions of the entire network, and is thus a joint responsibility.

4.2 Next steps

Ms. Fleckenstein presented the main conclusions of the MAC meeting as well as next steps, as follows:

- UN Food Systems Summit 2021
Co-Leads to convene a small «Summit core group» to ensure liaison with Summit organizers
- Third global conference of the SFS Programme
Co-Leads to invite MAC members to form part of conference organizing committee
- Results chain exercise
Co-Leads to analyze results-chains exercise and identify concrete actions and responsibilities
- One Planet network cross-programme collaboration
MAC members interested to collaborate on discussed cross-programme activities, to inform Co-Leads
- Next meeting
Tentatively scheduled for February/March 2020; Co-Leads to circulate a doodle

4.3 Any other business

Ms. Fleckenstein then gave the floor to Ms. Samantha Webb, *IOYFP Secretariat*, who provided an overview of communication support provided by the Secretariat.

Mr. Mulet highlighted the possibility to follow up with new MAC members about specific interests and possible contributions.

Mr. Dernini and Ms. Denise Costa, UNSCN, asked for more clarification on their status as observers.

4.4 Check-out of meeting participants

The participants expressed their appreciation of the productive discussions that took place during the MAC meeting and thanked the Co-Leads and the Coordination Desk for their efforts in preparing and facilitating the meeting. Mr. Morrison mentioned that he would transmit the outcomes of the MAC meeting to the Food Systems Summit steering group. Ms. Loconto suggested to improve the coordination and make better use of the SFS Programme members' presence at key events. Finally, Mr. Kopse stressed

the need to prioritize the finalization of the SFS toolbox and to make better use of the entire Partner network.

At the end of the meeting, Ms. Fleckenstein thanked all MAC members for their active participation in this fruitful meeting.

Report: Patrick Mink, FOAG (Switzerland)

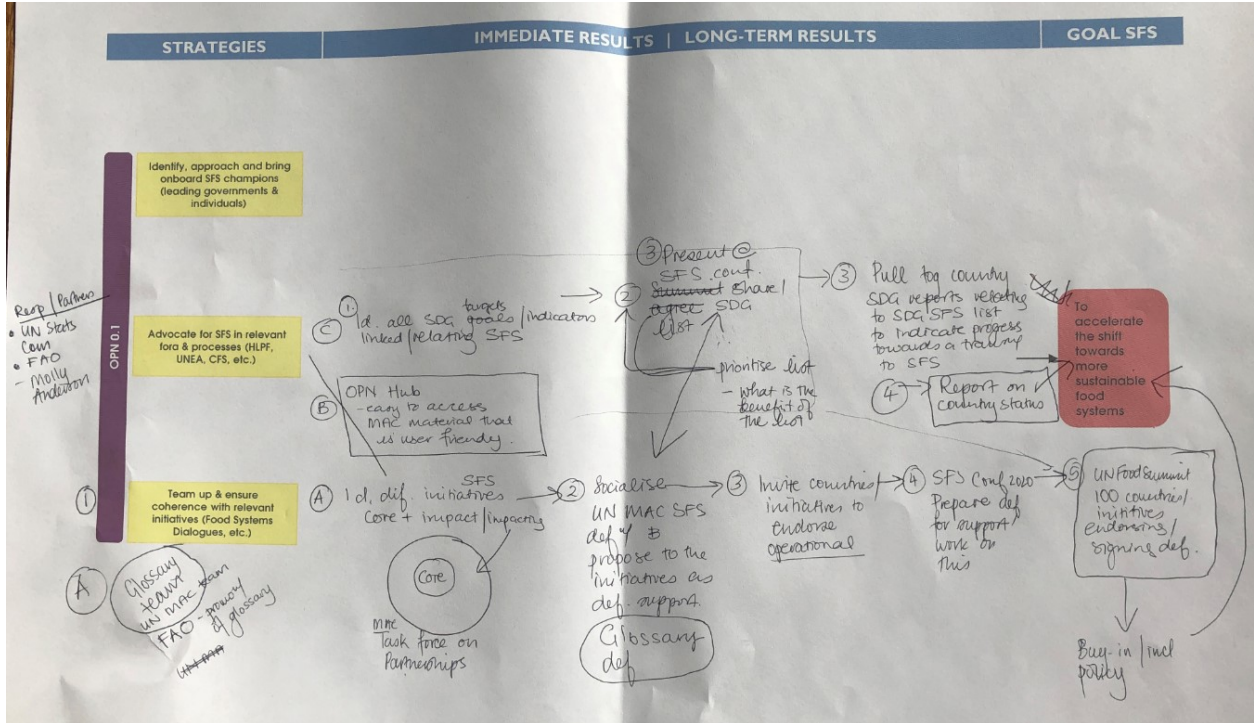
Annex 1: List of participants

Organization / country	Participant	E-mail address
Government agencies		
Ministry for Environment, Tunisia	Nabil Hamdi	hamdienvironnement@yahoo.com
Department for Trade and Industry, South Africa	Solly Molepo	SMolepo@thedti.gov.za
U.S. Department of Agriculture	Elise Golan	egolan@oce.usda.gov
Civil society organizations		
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IFOAM – Organics International	Gábor Figeczky	g.figeczky@ifoam.bio
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Pinpoint Sustainability	Nicola Jenkin	nicola@pinpointsustainability.co.za
Observers		
Barilla Foundation	Katarzyna Dembska	katarzyna.dembska@external.barillacfn.com
Biovision Foundation	Charlotte Pavageau	c.pavageau@biovision.ch
CIHEAM	Sandro Dermeni	dernini@iamb.it
UNSCN	Denise Costa	denise.costacoitinhodelmue@fao.org
One Planet network / 10YFP Secretariat		
10YFP Secretariat (UN Environment)	Cecilia Lopez y Royo	cecilia.lopezyroyo@un.org
10YFP Secretariat (UN Environment)	Samantha Webb	samantha.webb@un.org
Other One Planet network / 10YFP Programmes		
Sustainable Public Procurement Programme	Mervyn Jones	mervyn@sustainableglobalresources.co.uk
Co-Leads		
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Federal Office for Agriculture FOAG, Switzerland	Patrick Mink	patrick.mink@blw.admin.ch
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WWF	Michael Mulet	mmulet@wwf.fr

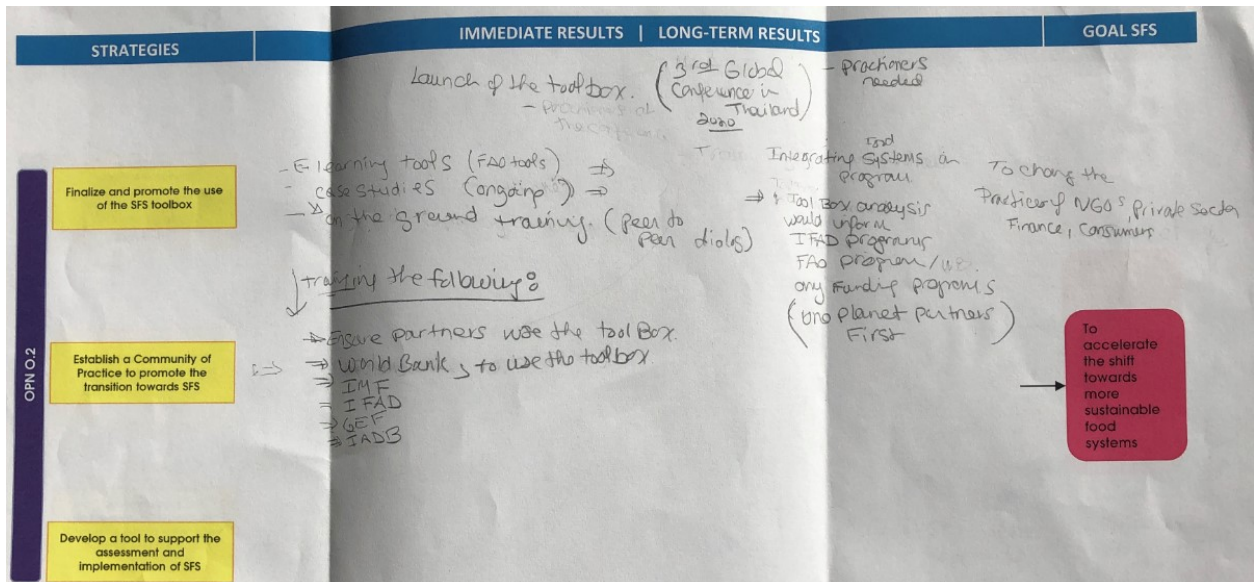


Annex 2: Results chain exercise – outcomes of group discussions

Group 1:

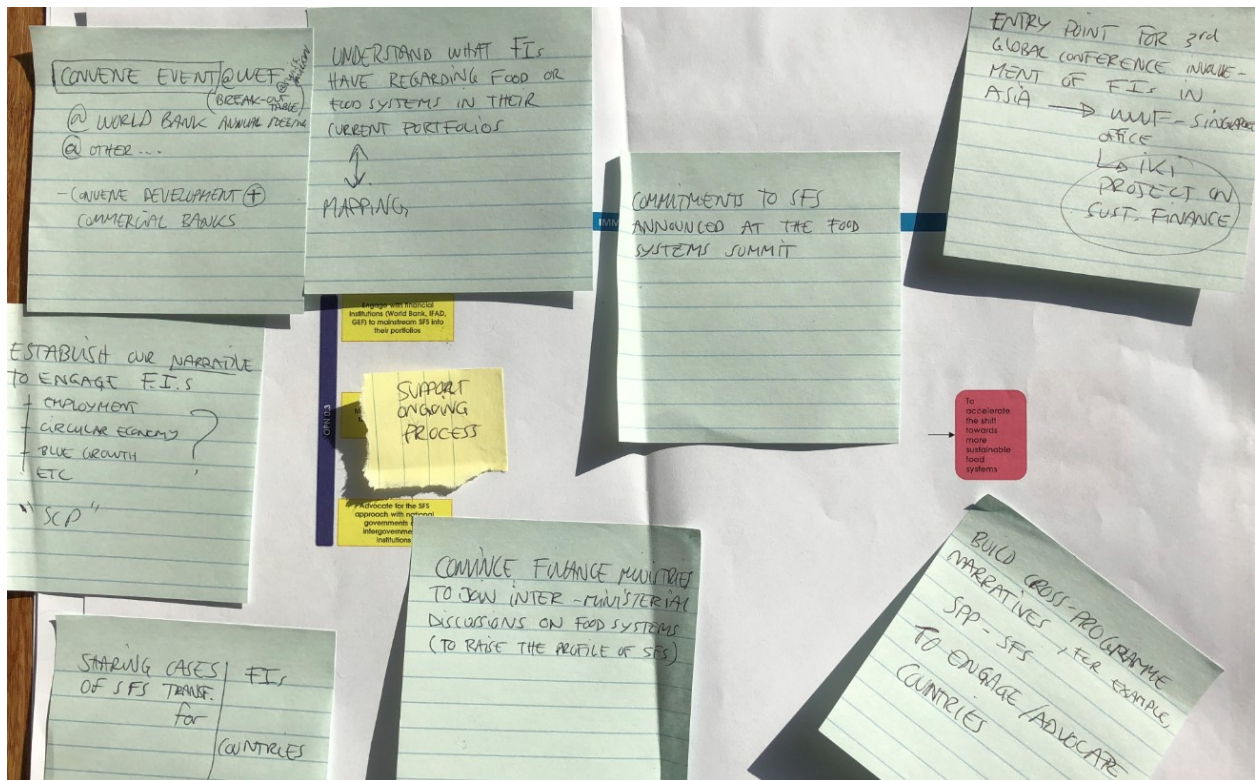


Group 2:





Group 3:



Group 4:

SO4: Demonstrate impacts of sustainable consumption and production and its role in addressing key environmental and social challenges.

Group Members:

Denise Costa, Fongoh Eric, James Garrett, Tulsi Giri, Marion Hammerl, Charlotte Pavageau, Urs Schenker

Overall Comments:

Group discussion clarified that, in fact, the idea was not that an impact evaluation, with specific pre-determined criteria, of selected cases would be done. Rather, the idea was to examine cases to see what actions those initiatives themselves took to assess success.

Similarly, discussion clarified that the mapping activity was not intended to evaluate “effectiveness” – at least as usually meant to evaluate cause-effect relationships to see whether specific, pre-identified targets are being met. Rather, the idea was to examine how comprehensively (and so “effectively”) national policies were addressing issues of sustainability (economic, social, environmental).

The detailed activity column sets out activities to be done, step by step.

Communications activities (see activity #3) should be integrated into activities #1 and #2, rather than seen as a separate activity in itself.

In any case, activities here should be seen to support other OPN priority actions, especially evidence-based advocacy (PA1) and support for development of mechanisms for M&E (PA2). Lessons learned about what actors are doing can provide ideas and evidence for the other areas of priority actions (PA3-7).

The group recognizes that the idea presented here complement or overlap, and in some cases should be supported by, other task forces or other groups involved in the Results Chain activity. We would welcome action by MAC to review, align, and coordinate these suggestions with others as needed.

Activities Identified by MAC	Proposed Detailed Activities
Facilitate & promote case studies with solid indicators that measure impact (and evaluate impact with multi-criteria participatory criteria)	<p>1. Develop and apply a framework to select case studies (using developed selection criteria that describe relevance to this activity; criteria also help to categorize cases)*</p> <p><i>[*This step has been completed. Is it possible to share framework and criteria, and list of potential cases?]</i></p> <p>2. Select cases and carry out case studies (collect and analyze data) using a participatory, exploratory approach.</p> <p>3. Write up case studies.</p> <ul style="list-style-type: none"> • The studies should identify lessons learned regarding the challenges and opportunities in designing, supporting, and implementing strategies and actions for sustainable production and consumption and their roles in addressing key environmental challenges [see SO4]. • Cases should also be written so that lessons can be shared with network members, case stakeholders, and others. • The cases should also describe and assess how “success” was determined and evaluated in each situation. This would include investigating how impact and monitoring systems were set up, especially for management and tracking progress.
Map national SFS-related policies & strategies, highlighting the most effective one	<p>1. Collect and collate national-level SFS policies (including frameworks and strategies).* (The approach for selecting case studies may be adapted for use here.)</p> <p>2. Review these policies in a systematic and comparative fashion. Policies should be identified and categorized following previously developed criteria.</p> <p><i>[These steps have begun (Task Force 2). Is it possible to see what progress has been made – including countries currently included and assessment criteria being used?]</i></p> <p>Policies could be put into a comparative matrix that verifies key components of sustainability and approach used to define and promote sustainability; and identifies and describes linking mechanisms across concepts, sectors, and actors to allow an assessment of coherence and comprehensiveness. This comparison can underpin an analysis of what actions compose a potentially effective integrated “systems approach” to promoting SFS. The analysis can consider which policies (frameworks, strategies) are really using an SFS approach and have an impact on one or more elements of SFS.</p>
Strengthen communication and awareness-raising efforts , e.g., by capitalizing on the short videos	<p>Both activities above are meant to generate lessons that can be discussed with case study stakeholders using a multi-stakeholder approach. The findings can also be used to discuss SFS with others, such as development agencies and IFIS, who are interested in pursuing SFS. Therefore, communications activities can also promote dialogue and feedback to strengthen the approaches and ideas presented in the case studies and the national policies, strategies, and frameworks.</p> <p>Aside from particular events (workshops, conferences, learning routes), some specific current opportunities are:</p> <ul style="list-style-type: none"> • Engage with FarmingFirst to produce relevant knowledge products (beginning with the case studies, where there is apparently an existing commitment) and build on these outputs for other communication activities



	<ul style="list-style-type: none">• Explore the potential for materials/information to be used for capacity building, for example, in FAO e-learning courses (potentially one on urban SFS) or other capacity building/training events that OPN partners and others hold• Explore the potential for creation of an action network (or utilize existing networks or enhanced cooperation across networks) among actors to discuss and share experiences, provide additional insights into lessons learned, and provide concrete illustrations of actions to take to create SFS in various contexts <p>OPN can build on these activities to align partners and to identify their concrete needs in terms of knowledge; support for policy engagement and policy and program development; human, financial, and institutional capacities and resources; and additional communications activities. OPN members can then identify concrete actions to take (as individual organizations, as a network, or in partnership with others) to respond to these needs and support fellow members and key stakeholders to achieve SFS.</p> <p>The group recognizes the complexity of this task and suggests it might be wise to develop a more specific, concrete external and internal engagement strategy for this work.</p>
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