

Food Action Alliance

A leadership agenda for multi-stakeholder collaboration to transform food systems

A report summarising the insights developed by the Food Action Alliance through its operations in supporting transformative food system partnerships, and its value proposition beyond the UN Food Systems Summit 2021 towards achieving the UN Sustainable Development Goals

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Executive summary

Food is essential for our survival – but food systems are complex and currently unsustainable for both people and planet. With ~811 million people suffering from hunger, and food production being a huge contributor to climate change and biodiversity loss, there is an urgent need to transform prevailing food systems. Food system transformation is among the most powerful ways to make progress on multiple SDGs – but the high level of systemic interdependency means that rebuilding food systems requires an unprecedented degree of cooperation.

The Food Action Alliance (FAA) is an established multi-stakeholder platform supporting effective food system transformation. Its vision is of sustainable food systems that deliver better, faster, and at scale on food security and nutrition, inclusive growth and decent jobs, environmental sustainability, and climate resilience, in line with the SDGs.

The FAA brings together a network of partners in order to mobilize partnerships and investments to accelerate partner-led initiatives (flagships) that demonstrate systemic and innovative solutions. Currently, the FAA's portfolio consists of 19 global flagships, supported by over 35 actively engaged partners from governments, business, international organisations, civil society and farmer organisations. The strength of the FAA platform lies in the diversity and ability of its partners to engage in the collective action and innovation required to scale transformative food system partnerships.

FAA flagships drive food system transformation through three key pathways:

1. Supporting national priorities, policies and plans for food and agriculture by bringing together multiple stakeholders to design and deliver interventions that strengthen local food systems
2. Driving systemic integration of key value chains that address multiple aspects from production to consumption to make food systems more inclusive, sustainable, efficient and nutritious
3. Strengthening key ecosystem enablers like digital innovation, finance, climate-resilience and gender inclusion among many others are key to build the capacity of underlying food systems

Looking ahead, the FAA is well positioned to advance the SDGs towards Agenda 2030, along with the outcomes of the UN Food Systems Summit by providing a well-established platform that can facilitate cross-sector coordination and collaboration among a wide group of stakeholders. The FAA stands ready and able to support national and regional pathways for food systems by providing the connective tissue and continuity required to implement these pathways, sharing learnings on advancing key priorities and providing visibility for collective action. The FAA intends to be a stable, and long-term platform that will continue to scale and accelerate action towards achieving the UN SDGs at a critical juncture for food systems globally.



Food systems need to feed a growing population within planetary boundaries. The urgently required transformation of our food systems rests on effective multi-stakeholder collaboration.

The Food Action Alliance provides a unique platform to facilitate this collaboration by bringing in a strong and diverse set of partners. It accelerates innovative food systems initiatives supporting national pathways, integration of value chains and ecosystem enablers.

On behalf of the Steering Committee of the Food Action Alliance, I kindly offer this report to our partners, support environment and anyone who considers joining this action platform.



Berry Marttin

*Chair of the Food Action Alliance Steering Committee
Member of the Managing Board, Rabobank*



The imperative for urgent action

The critical importance of food systems

Food is essential for the survival of people and the planet. The food we eat is one of the biggest drivers of health and well-being, and children rely on good nutrition for their growth, development and learning. Current food systems – including production, farming, processing and global supply chains – have an enormous impact on our planet, the climate and its biodiversity¹.

Inclusion

80% of poor live in rural areas where **farming** is the primary economic driver

Sustainability

26% of GHG emissions originate from the global food system

Efficiency

2.5 billion tonnes, or 40% of all food that is grown, is wasted

Nutrition

811 million people (10% of the world's population) go to bed hungry each night

Food systems are complex and currently unsustainable for both people and planet. Enough food is produced to feed the world, but 811 million people² - more than 10 per cent of the world's population – still go to bed hungry each night. And after nearly a decade of progress, the number of hungry people has increased as a result of conflict and climate change, compounded by the COVID-19 pandemic. The global number of undernourished people in 2030 is expected to exceed 840 million³.

Inclusivity remains an issue in food systems as 80% of the world's poor live in rural areas⁴ where farming is the primary economic driver and 65% of poor working adults⁵ made a living through agriculture. Even though women make up 43% of the agricultural labour force in developing countries⁶, they lack access to the same productive resources as men.

The global food system is one of the world's largest sources of greenhouse gases, contributing approximately 26% of global GHG emissions⁷. Globally, food production is the primary driver of biodiversity loss, with agriculture alone being the identified threat to 24,000 of the 28,000 (86%) species at risk of extinction⁸.

At the same time, an estimated 2.5 billion tonnes, or 40% of all food that is grown⁹, is wasted: either lost on farms or wasted at retail and consumption due to inefficient supply chains, alongside other socio-economic and market factors that shape the agricultural system.

As the human population grows, these impacts will only increase if no action is taken. Changes in the climate system are expected to increase the frequency and intensity of extreme weather patterns, leading to agricultural and ecological droughts that threaten food systems¹⁰.

¹ UNICEF, <https://www.unicef.org/stories/food-systems>

² World Food Programme (WFP), <https://www.wfp.org/stories/wfp-glance>

³ FAO, http://www.fao.org/3/ca9692en/online/ca9692en.html#chapter-executive_summary

⁴ IFAD, <https://www.ifad.org/en/investing-in-rural-people>

⁵ World Bank, <https://www.worldbank.org/en/topic/agriculture/overview>

⁶ UN Women, <https://www.unwomen.org/en/news/in-focus/commission-on-the-status-of-women-2012/facts-and-figures>

⁷ Our World in Data, <https://ourworldindata.org/food-ghg-emissions>

⁸ UNEP, https://www.unep.org/news-and-stories/press-release/our-global-food-system-primary-driver-biodiversity-loss?_of_chi_managed_tk=&pmid=34c4509fc508e0362933b2a6ce9e33c96ccc3437-1627553241-0-ggNtZGzNA02icnBszQl6

⁹ WWF, https://www.fint.awsassets.panda.org/downloads/wwf_report_driven_to_waste_the_global_impact_of_food_loss_and_waste_on_farms_1_1.pdf

¹⁰ IPCC, 2021: *Climate Change 2021: The Physical Science Basis*, https://www.ipcc.ch/report/ar6/wg1/downloads/report/IPCC_AR6_WGI_Headline_Statements.pdf

Food systems and achieving the SDGs

The United Nations Sustainable Development Goals (SDGs) provide a framework for action, where food systems can play a critical role in promoting progress across multiple goals on hunger, nutrition, the incomes and productivity of small-scale producers, food loss and waste, water, ecosystems and climate change, greenhouse gas emissions and others. As depicted in the image below¹¹, these goals are inter-related, and progress on one cannot happen without affecting progress on another.



It is thus critical to pursue opportunities for win-win progress across food system functions, but also to manage possible trade-offs effectively and transparently. For example, rebuilding food systems to make them more sustainable, productive and resilient is essential for solving long-term hunger challenges and managing acute shocks (SDG 2), but can also promote better nutrition (SDG 3) and improve the way scarce resources like water and energy are utilised (SDG 6 and 7)¹².

¹¹ FAO, http://www.fao.org/fileadmin/user_upload/codexalimentarius/photo-archive/Infographics/SDG-Wheel.jpg

¹² See <https://www.un.org/en/food-systems-summit/sdgs> for further information on the link between SDGs and food systems



A systemic view of the way food is produced, distributed and consumed is required to accelerate the path to achieving the SDGs.

Delivering impact at scale on highly interdependent food systems urgently calls for an unprecedented degree of cooperation, collective attention and leadership. At the same time, alignment and transformative partnerships are required to drive a new generation of large-scale food system transformation that incorporates science, policy, and investment. The FAA responds to these needs by providing an action-oriented multi-stakeholder platform that supports member initiatives.

The Food Action Alliance as a platform for systemic transformation

Overview of the Food Action Alliance

Established in 2019, the FAA is a multi-stakeholder platform of organisations and initiatives, who through collective action seek to produce food in a way that is efficient, inclusive and accessible to all - in support of a transition to healthier diets and improved environmental outcomes.

The FAA's vision is of sustainable food systems that deliver better, faster, and at scale on food security and nutrition, inclusive growth and decent jobs, environmental sustainability and climate resilience, in line with the UN SDGs.



- 1 Inclusive**
Ensuring economic and social inclusion for all food system actors, especially smallholders, women, and youth



- 2 Sustainable**
Minimizing negative environmental impacts, conserving scarce natural resources, and strengthening resiliency against future shocks



- 3 Efficient**
Ensuring that sufficient food is produced and available for the world's population



- 4 Nutritious and healthy**
Promoting consumption of a diverse range of healthy, nutritious, and safe foods

The FAA builds on a model of partnership for value chain action extensively implemented by the World Economic Forum under the *New Vision for Agriculture* (NVA) initiative - which has catalysed over 100 value chain initiatives in more than 26 countries in the past decade. This initiative also recognises that key success factors of agriculture-sector transformation at the national level include setting the right direction through effective leadership, strategy and investment models, and scaling the transformation through finance, infrastructure, institutions and monitoring. The FAA responds to growing demand for similar initiatives and for new, more holistic solutions to food system challenges that affect value chains.

The 2030 Agenda for Sustainable Development¹³ informs the ambition of the FAA to provide an enduring and long-term platform for multi-stakeholder action on food systems to meet the SDGs. Further details on the FAA are available in the background deck in *Appendix 1*.

¹³ 2030 Agenda, <https://sdgs.un.org/2030agenda>

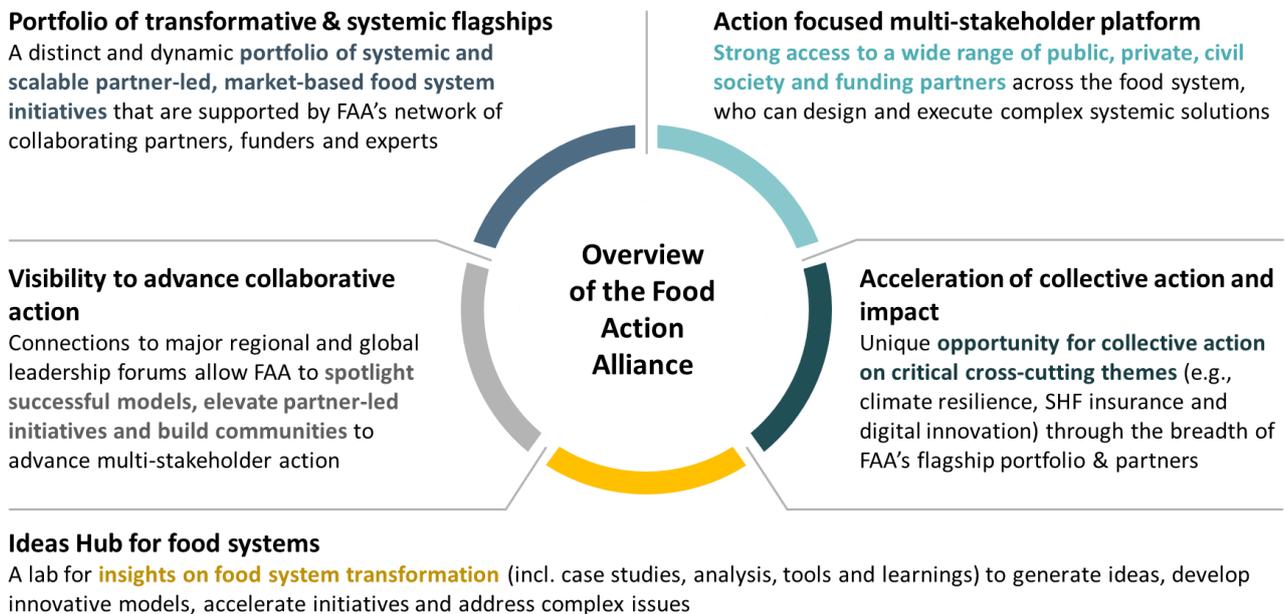
Operating Model

The FAA brings together a large network of partners in order to mobilize partnerships and investments to accelerate partner-led initiatives that have the potential to support a transition to improved food systems. Partner-led initiatives that meet the FAA’s criteria become “flagship” initiatives, joining a global portfolio of initiatives that receive dedicated support and visibility, to ultimately deliver demonstrable impact on the ground.

The FAA’s network engages over 35 strategic and affiliate partners, in addition to a vast network of over 700 global and regional organisations including government, business, international organisations, civil society and farmer organisations. This allows the FAA to provide strong access to a wide range of implementing, commercial and funding partners across the food system with the ability to design and execute complex systemic solutions.

Additionally, the learnings from its portfolio and partner network allow the FAA to collect and provide critical insights on food systems solutions and challenges in the form of case studies, analysis and tools to generate ideas, develop innovative models and address complex issues. By engaging with major agenda-setting processes like the UN Food Systems Summit and major regional and global leadership forums, the FAA is able to elevate the most promising models of food system transformation, provide visibility to partner-led initiatives and build communities to advance multi-stakeholder action.

The factors which make the FAA an effective multi-stakeholder platform for delivering food system transformation are summarised here:





The Food Action Alliance is a strong multi-stakeholder example of a global network of partners and stakeholders coming together to foster food systems transformation.



Gilbert Fossoun Hougbo
President, International Fund for Agricultural Development (IFAD)

Flagship initiatives as drivers of change

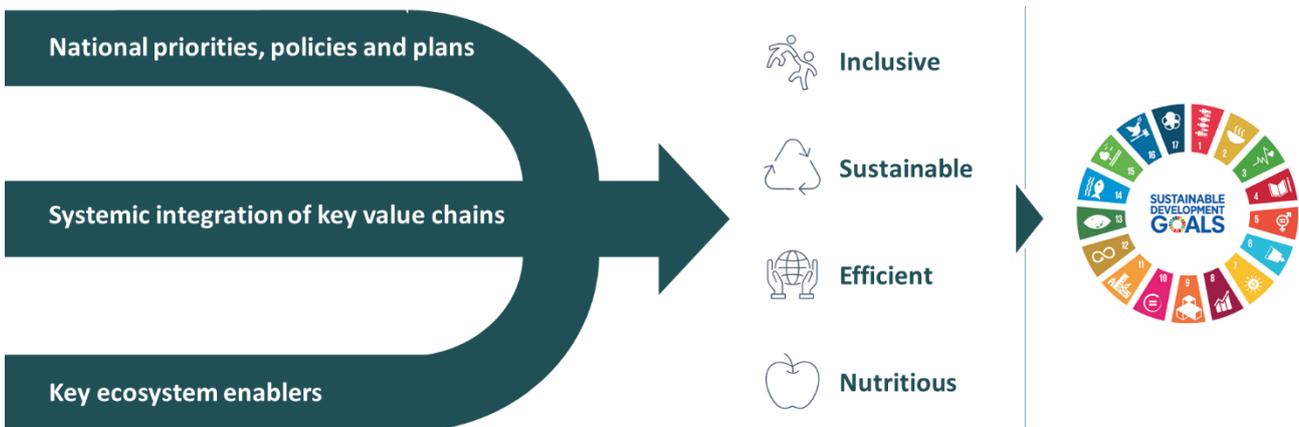
As of September 2021, the FAA's portfolio consists of 19 flagships in Latin America, Africa, India, and Southeast Asia with a growing pipeline of other initiatives in existing regions, Europe and North America. See *Appendix 2* for a full list of FAA flagships.



The FAA's goal to support transitions to stronger and more resilient food systems can be delivered through various angles. FAA flagships drive food systems action through three key pathways described below. Actors involved in any aspect of the food system are able to leverage flagships in pursuit of their individual organisational and shared goals.

FAA flagships drive food systems action through three key pathways:

1. **Supporting national priorities, policies and plans:** These initiatives seek to advance national priorities, policies and plans for food and agriculture that cut across value chains by bringing together multiple stakeholders – across governmental agencies, the private sector, civil society and international organizations – to design and deliver interventions that strengthen local food systems
2. **Driving systemic integration of key value chains:** Local value chains are often the starting point for food system transformation; integrated value chain transformation initiatives address all parts of the value chain from production to consumption to make food systems more inclusive, sustainable, efficient and nutritious
3. **Strengthening key ecosystem enablers:** Enablers like digital innovation, finance, climate-resilience and gender inclusion among many others are key to build the capacity of underlying food systems and provide the means for stakeholders to advance agendas that cut across value chains or regions



Each of these three pathways are important individually – and mutually reinforcing for food systems transformation. For example, the value chain transformation initiatives provide blueprints to advance national pathways and national pathways can strongly promote local and regional value chain initiatives. Focusing on these different pathways for engagement and action allows the FAA to build a portfolio that builds on synergies and complementary capabilities.



Selection Criteria for Flagship Initiatives

FAA flagships meet a set of selection criteria described below, used to assess initiatives on a regular basis.

 Systemic mission	 Sizeable impact	 Innovative approach	 Locally anchored
Systemic approach to addressing food system challenges by making food systems more inclusive, efficient, sustainable, and/or nutritious	Significant, quantifiable contribution to relevant SDGs and at least two food systems challenges; A clear view on trade-offs between food system issues	Innovative and unique approaches to tackling food systems challenges that seek to include new models, technologies and actors	Owned and driven by local leaders or local communities with direct stakes in the initiative; Aligned with national / regional priorities
 Multi-stakeholder	 Strong leadership	 Commercially viable	 Repeatable & scalable
Engages all relevant stakeholder groups including government, local and global private sectors, international organizations, civil society, farmers' associations and research/academia	Strong and committed organizational-level leadership from all involved partners; Dedicated project management capability in place to ensure success and accountability	Deploys viable, evidence-based and inclusive business models; 1-2 years of committed investments; Success defined by financial, social and environmental metrics	Defined pathways to overcome systemic challenges to scale and create lasting success on the ground; potential to replicate in other value chains or regions

While these criteria were developed with the intention of being selection criteria for FAA flagships, they also serve as guiding principles for any organisation aiming to design and operate efficient multi-stakeholder food systems partnerships.





Pillars of support for flagships

Supporting FAA flagships and partner initiatives to deliver action and positive impact on the ground, is done through three key pillars of support:

- **Network for Action:** Mobilize partnerships and investments by connecting members with the right stakeholders, and provide an aggregated platform to address cross-cutting themes
- **Ideas Hub:** Share insights and best practices from other flagships and the FAA’s network of experts to solve specific thematic challenges e.g. identifying critical bottlenecks and systems inefficiencies and facilitating implementable solutions
- **Platform for Leadership:** Elevate and provide visibility to initiatives, concepts and thematic areas by drawing on the FAA’s partner networks and access to key regional and global events

The key features of what the FAA intends to provide under each pillar are highlighted below¹⁴, with further details provided in *Appendix 4*.



1 Network for Action

Facilitate access to funding, strategic and technical assistance through **connections with FAA partners**

Enhance the scale of impact by facilitating collaboration to address **systemic issues and solutions**

Assemble practitioners to share insights and solutions through the **Transformation Leaders Network**



2 Ideas Hub

Consolidate and share **tools, insights and best practices** for food system transformation

Host **thematic working groups** on critical topics including finance, innovation and decarbonization

Deploy an **expert network** to provide integrated, cross-sectoral advice and solutions



3 Platform for Leadership

Provide **visibility on the world stage** during regional and global events with leading food system actors

Share **leadership opportunities** to help drive policy reform and advocate for positive change

Provide access to **major agenda setting processes** incl. the UN Food Systems Summit, COP, Davos etc.

¹⁴ Given the breadth of the membership base and flagships supported by Food Action Alliance (across value chains, geographies, organisation type, life stage and impact area), the exact type of support received by each member will vary.

Engaging with the Food Action Alliance

The FAA was catalysed by the World Economic Forum (WEF), International Fund for Agricultural Development (IFAD) and Rabobank, and today engages a broad set of over 35 partners from various organisations from government, business, international organisations, civil society and farmer organisations.



Mission-aligned organisations can join the FAA as Strategic Partners or Affiliate Partners (see *Appendix 3* for further details on what is entailed in each of these categories) to support the FAA’s vision in several ways, including leading or being involved in FAA flagships, or providing financial and in-kind contributions¹⁵.

¹⁵ Through regional partner meetings, Food Action Alliance partners are able to provide strategic direction to the Food Action Alliance and select initiatives that they would like to deepen their engagement with based on their priorities and capabilities

Supporting critical pathways to accelerate and scale impact

Pathway 1: Supporting national priorities, policies and plans

Country-led agendas are important to consider because each country faces specific challenges with food systems, often reflecting deep cultural and historic preferences and agroclimatic conditions among other factors¹⁶. Initiatives aligned with country-led agendas seek to advance national priorities, policies and plans for food system transformation that cut across value chains by bringing together multiple stakeholders – across governmental agencies, the private sector, civil society and international organizations – to design and deliver interventions that strengthen local food systems.

Advancing country-led agendas requires strong engagement from the private sector and civil society - but efforts to drive systemic change cannot be sustained or scaled without proactive leadership from government leaders, cross-ministerial input, and clear alignment between national development priorities, public policies and market-based approaches. Country-led, country-based interactive structures that bring stakeholders together across sectors with the explicit purpose of fostering communication and collaboration and coordinating their activities can help to achieve the necessary alignment¹⁷. There is growing recognition that strong individual and institutional system leadership, supported by strong interactive structures, are especially important at the country level.

The FAA is actively supporting national platforms for multi-stakeholder collaboration such as the *Partnership for Sustainable Agriculture in Viet Nam (PSAV)*, *Partnership for Indonesia's Sustainable Agriculture (PISAgro)* and *Senegal Agropole Sud*.



¹⁶ FABLE, http://pure.iiasa.ac.at/id/eprint/16896/1/2020%20FABLE%20Report_Full_High_Resolution.pdf

¹⁷ Harvard Kennedy School, <https://www.hks.harvard.edu/sites/default/files/centers/mrcbg/files/NVARReport.pdf>

Case Study: Promoting sustainable agriculture practices in Viet Nam¹⁸

The Partnership for Sustainable Agriculture in Viet Nam (PSAV) was established in 2010 to (1) support policy improvements that promote more effective application of sustainable agricultural practices in Viet Nam; (2) facilitate partnerships between the Ministry of Agriculture and Rural Development (MARD) and other local and international stakeholders; (3) develop public-private partnerships that increases the profits and productivity of farmers, while improving climate resilience, international integration, and the sustainable development of Viet Nam's key value chains; (4) contribute to the development of science-based agricultural regulations and members' compliance for sustainable development; and (5) disseminate current and trustworthy information on sustainable development and farming practices.

PSAV currently comprises over 130 partners from global and local companies, provincial governments, national research institutes, international organizations and NGOs. Partners participate in Task Forces, which have been organized around seven crop value chains – coffee, fisheries, fruits and vegetables, livestock, pepper, rice and tea – and the cross-cutting issue of agrochemicals.

Amongst PSAV's successes, the Coffee Task Force stands out, where partnerships were established to improve the sustainability of Robusta coffee in Viet Nam, the world's second largest coffee producer. The Good Environmental Practices (GEP) promoted by the stakeholders were harmonized into a National Sustainability Curriculum (NSC) that standardized training materials for the Robusta coffee sector of Viet Nam. More than 310,000 training sessions on various GEP have been conducted to date, with 50,600 farmers estimated to have adopted these environmentally sustainable practices. The GEP not only lowered GHG emissions amounting to an estimated 40,000 MTCO_{2e}, but also reduced the amount of irrigation water applied by an estimated 21 million cubic metres and therefore reduced production costs for farmers. In total, savings from reduced fertilizer, agrochemicals, and irrigation have amounted to an estimated USD220 per hectare. This translates into an estimated total savings of over USD12 million annually for the Vietnamese coffee farmers who have adopted these GEP.

USD12M+ savings
for farmers adopting Good
Environmental practices

50,600+ farmers
adopted sustainable practices

40,000 MTCO_{2e}
reduction in GHG emissions

21 million cubic metre
reduction in irrigation water

At an institutional level, to formalize the role of public-private-producer partnerships (PPPs) in the coffee sector, the Viet Nam Coffee Coordination Board (VCCB) was formed with an initial focus on policy dialogue and sharing learnings. To drive impact at the field-level, partners created PPPs at the provincial and district levels, which mirrored the structure of VCCB. These local PPP mechanisms provided targets for local delivery, feedback loops into the national program, and enabled the scaling up of the GEP trainings.



¹⁸ Grow Asia, https://bfa1f642-3eab-4c5b-bb06-b0bbd9d1f9a4.filesusr.com/ugd/4458b1_932a09589b9542f983bfee923a1bb1c2.pdf

To support national priorities in the run up to the UN Food Systems Summit, the FAA and partners¹⁹ convened a high-level public-private leadership meeting in support of country dialogues and action priorities building towards the Food Systems Summit in September. The Country Roundtable²⁰ highlighted that several countries are actively implementing and defining strategies for food systems transformation – but countries expressed a clear need for cross-region learnings on building national policy agendas focused on food systems transformation and made a bold call for action on multi-stakeholder coalitions and partnerships to support country-led and regional food system transformation efforts. There was growing recognition that countries need to now implement the outcomes of the UN FSS dialogues into concrete action moving forward – with commitments and priorities defined by governments in partnership with the private sector & civil society.

The *Sustainable Cattle Landscapes* flagship in Colombia provides an example of an initiative centred around sustainable and productive agriculture and improved land-use. The initiative aims at engaging livestock producers in a multi-stakeholder effort to develop deforestation-free value chains. By leveraging blended finance mechanisms together with traceability technology and monitoring tools, the project will link sustainable production and consumption while driving forest-friendly development at scale.



¹⁹ One Planet Network's Sustainable Food Systems Programme (OPNSFSP), United Nations Development Programme (UNDP), Food and Land Use Coalition (FOLU) and regional partners (AGRA, CII and Grow Asia)

²⁰ Held on 1st July 2021, the meeting assembled over 90 participants included Heads of State, Ministers and government representatives as well as CEOs and senior executives, heads of civil society and farmer organizations

Pathway 2: Driving systemic integration of key value chains

The value chain lens provides an important way of looking at a broad range of activities including input supply, farmer organization, farm production, post-harvest handling, post-harvest local and industrial processing, storage, transport, finance, and feedback from markets²¹. A food system approach may rely on local value chains (national or regional) to provide a relevant starting point for systemic transformation as different agro-ecological characteristics and market dynamics within each value chain imply a different set of challenges and opportunities for actors in the system.

Creating better functioning value chains requires coordinated action from multiple stakeholders involved at each stage of the value chain. A platform like the FAA can provide the bridge between value chain actors and solutions to food system challenges that lie across multiple realms – from environmental science to nutrition policy, from finance to climate change adaptation and mitigation initiatives, among others. Accordingly, there is need to (1) invest *more* in value chains that are key for food security and nutrition and that also have a large footprint on other functions of food systems in specific geographies, and (2) invest *smarter* to maximize win-wins across food system functions or to manage effectively possible trade-offs around key ‘nexus’ areas (e.g. food and energy or food and water systems) and food system aspects (inclusivity, sustainability, efficiency and nutrition).

The FAA is involved in integrated value chain transformation initiatives focusing on poultry in Southern Africa through SACAU, East African dairy through *Dairy Nourishes Africa* and West African rice through the *West African Rice Initiative*.



²¹ DEVEX, <https://www.devex.com/news/agricultural-value-chains-a-game-changer-for-small-holders-83981>

Case study: Developing an inclusive poultry sector in Southern Africa

The SACAU Poultry Initiative aims to catalyse the development of an inclusive, globally competitive poultry sector by initially increasing local production of quality feedstock, improving consumer awareness and affordability of poultry and related products and addressing trade issues impacting the sector, focusing on 12 countries across Southern Africa. The initiative seeks to build a multi-stakeholder platform with public and private partners to collectively and systematically address the issues hampering the local poultry sector from achieving scale.

The idea was originated by SACAU and guided by the World Economic Forum's Food Systems team in September 2019 to focus on poultry due to its impact and transformation potential. The initial idea was presented at Davos 2020, highlighting the systemic nature of the solution and its vision – and received strong endorsement from multiple partners.

SACAU was subsequently supported by FAA partners to refine the Poultry Solution Initiative, develop a concrete concept note, build an ecosystem of 10+ supporting partners and gain international leadership visibility through AGRF, UN FSS and WEF convenings. This provided SACAU with the impetus to convene and mobilize multiple stakeholders in working groups focusing on three priority issues: improving regional trade, increasing local production of quality feedstock, and improving consumer awareness and affordability.

This involves:

1. Increasing production, efficiency and affordability of quality feedstock locally: currently exploring the option of creating local hubs that could provide inputs, storage, capability training, facilitate financing, animal health, offtake guarantees etc.
2. Improving regional trade in poultry and related products (e.g., poultry meat, eggs, vaccines, feed) by setting up a poultry policy lab and convening key stakeholders into working group resolving key issues to improve trade
3. Improving awareness and affordability of poultry products throughout the value chain and generating sustained demand, lowering costs across the value chain to drive competitiveness and scale, and rolling out awareness campaigns in partnerships with food companies

SACAU is now actively supported by the FAA and its partners in the co-design of systemic solutions and fundraising efforts for the Poultry Initiative.



Case study: Leveraging Farmer-Allied Enterprises to transform East African dairy

The East African dairy industry holds tremendous untapped potential to advance health and nutrition outcomes, improve livelihoods, and build more resilient communities. Across the region, stunting rates among children under 5 range from 25% to 40%. Average utilization of installed capacity at dairy processors sits below 50%, and most enterprises are unprofitable. The region's dairy herd has high production potential with ~120M head, but most cows produce only a few litres of a milk per day.

Dairy Nourishes Africa, a public-private partnership led by the Global Dairy Platform in collaboration with Land O'Lakes Venture³⁷ and Bain & Company alongside industry, community, and governmental stakeholders²², supports the industry to capitalize on these opportunities by taking an innovative approach to food systems transformation—one where farmer-allied enterprises serve as market “linchpins” to anchor the transformation²³. DNA supports dairy enterprises to grow and thrive. In turn, they unlock better outcomes for everyone: smallholder producers see increased yield and income, low-income consumers gain access to affordable, nutritious, and safe products, and supporting enterprises in the sector (e.g., agro-dealers) grow.

DNA launched its Tanzania pilot in 2020. Results from this phase show the value that comes from supporting farmer-allied processors and their producer suppliers.

Shortly after the first wave of COVID-19 hit Africa, DNA worked with a processor in northern Tanzania. As tourism and institutional markets collapsed, the enterprise found itself with two months' cash on hand. DNA helped stabilize the business and accelerate its growth with a COVID response and recovery business plan that included adapting its products to suit the local consumer and developing a new distribution channel. These actions resulted in >35% year-over-year revenue growth and protected all livelihoods associated with the business, both on- and off-farm.

Based on that success, DNA took this playbook and partnered with government and industry bodies to scale impact across the full value chain by training 65 other processors on how to stabilize and retool their businesses.

Farmers working with DNA-supported processors experienced nearly 50% increases in both productivity and annual incomes (over 6-month period) as a result of extension services and access to improved animal nutrition and inputs. Producers have also seen improvement in milk quality, with acceptance rates at collection centres exceeding 98%. This support for farmers generated positive environmental outcomes, as improved productivity reduces the emissions intensity of production and improved quality cuts food loss and waste.

For consumers, processor-led efforts to stimulate demand, including innovative school milk promotion efforts and distribution models, contributed to improving nutrition outcomes for low-income consumers by increasing access to affordable, safe products. Broader programs, including a national campaign reaching >275,000 people, equipped communities with knowledge about the health benefits of dairy and aided positive behaviour change.

In the near-term, DNA will scale across Tanzania and expand into Kenya. Over the next five years, DNA aims to drive impact in four East African countries²⁴ by accelerating growth of 50 farmer-allied enterprises to improve the livelihoods of hundreds of thousands of smallholder families, increase nutrition for millions of consumers, and support the sector in developing in an environmentally sustainable manner.



²² DNA was established in 2019 by the world's leading commercial dairy companies working together pre-competitively. It is designed as a 15 to 20-year effort.

²³ The approach was informed by ideas outlined in the September 2020 report *How Farmer-Allied Intermediaries Can Transform Africa's Food Systems*, whose central conclusion holds that for the African food system to reach its full potential and meet its nutritional and economic promise, a critical number of scaled, profitable and competitive intermediaries will be needed. These intermediaries must be intentionally focused on helping smallholder farmers sustainably strengthen their production capacity and improve their incomes.

²⁴ Tanzania, Kenya, Uganda, Ethiopia

Pathway 3: Strengthening key enablers

While integrated value chain and national pathways for food system are essential building blocks for food system transformation, some cross-cutting issues are important to address in order to strengthen the underlying capacity food systems.

Initiatives that strengthen the underlying capacity food systems could take various forms: for example, identifying and accelerating the adoption of technological innovations; introducing digital tools like precision agriculture, data aggregation, satellite imagery, robotics and automation; creating social movements to advocate women's land rights; supporting farmer-allied intermediaries with access to capital and technical assistance; and introducing mobile and satellite technology to make smallholder farmer insurance viable.

However, addressing these complex and critical capacity-building food system issues requires scale (e.g. access to a sizeable base of smallholder farmers) and effective collaboration to be viable. The FAA offers access to a broad set of partners and flagships, who are in turn able to connect these cross-cutting initiatives with a wide range of actors in the value chain including producers, processors and consumers.

FAA's portfolio also includes Farm to Market Alliance's *Flattening the Curves* initiative that seeks to sustainably improve incomes and resilience for smallholder farmers while developing commercial viability for all stakeholders in the value chain. This initiative adopts a demand-led approach to strengthen and optimize food supply chains from farmer to off-taker by reducing food losses and addressing food security at household level. *Flattening the Curves* seeks to do this by improving knowledge transfer and affordable access to safe storage technologies that reduce losses in crop quality and quantity, thereby boosting farmer incomes, and enabling off-takers and consumers to access healthy products consistently throughout the year.

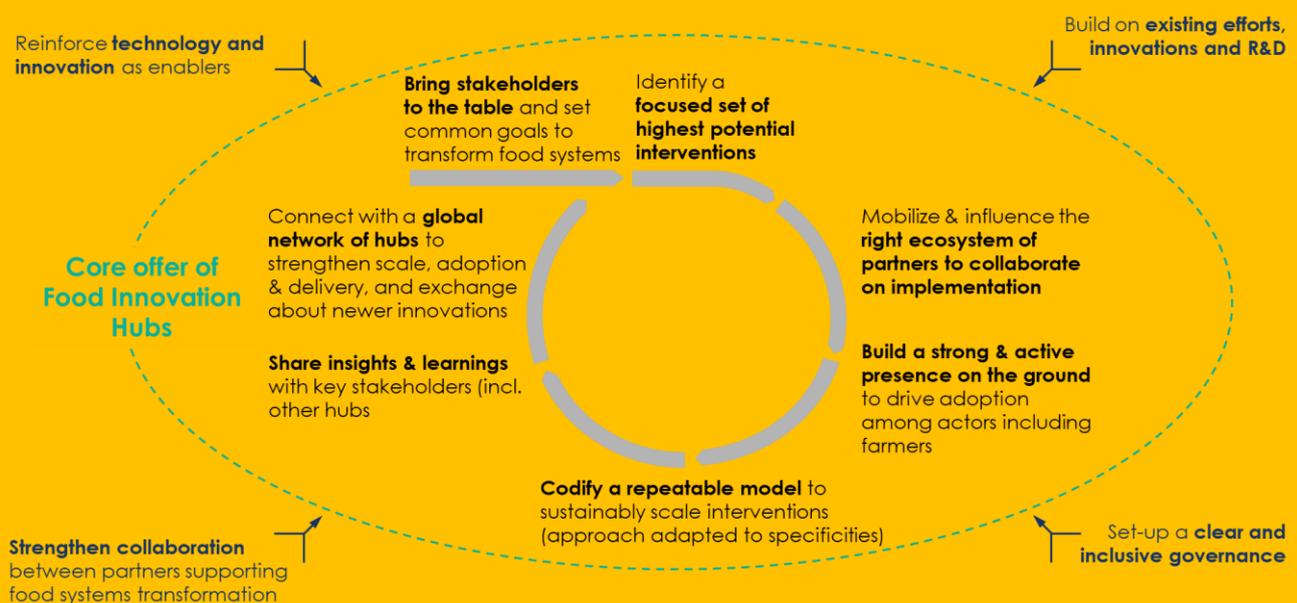


Case study: Scaling and adopting innovation through Food Innovation Hubs

The Food Innovation Hubs are a multi-stakeholder, pre-competitive, country-led and neutral partnership platform. The Food Innovation Hubs aim to accelerate and scale innovative solutions to positively and sustainably impact how we produce and consume food. Several regional Food Innovation Hubs are in development in Africa, Latin America, South East Asia, India and Europe.

The strengthening of local innovation ecosystems is expected to lead to increased investments in inclusive and scalable technology and innovative solutions, alongside equitable access to innovations for farmers to consumers. At the same time, Food Innovation Hubs can support the enabling environment through policy incentives, capacity building and knowledge; mitigate unintended consequences of technology innovations and improve the resiliency of food systems; and unlock institutional bottlenecks to scale impact for systemic change.

The Food Innovation Hubs will focus on scaling existing initiatives and innovations.



India's Food Innovation Hub focuses on interventions in which digital innovations can play a key role, across value chains, in the states of Madhya Pradesh, Bihar and Andhra Pradesh. The Hubs deploy a 'farm to fork' value chain approach, with emphasis on input and output aggregation. Some examples of interventions include:

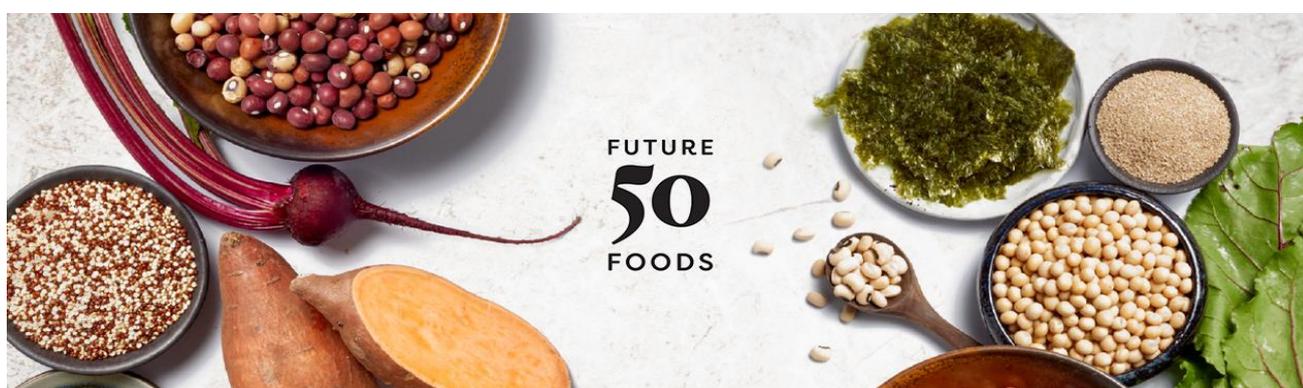
- An input marketplace for affordable access to quality inputs (incl. more nutritious seeds) driven by local aggregators (FPOs, micro-entrepreneurs)
- On-ground dissemination of locally relevant advisory on healthier crop selection, input & equipment usage, & farming techniques
- Facilitation of micro-credit to enable purchase of inputs and equipment rentals payment will be integrated in the relevant interventions
- Output e-marketplace to connect off-takers & retailers directly to local aggregators (FPO's, micro-entrepreneurs)
- Micro-processing at community level to enable value addition & subsequently better profits for farmers

The focus of the Food Innovation Hub in Colombia is on creating smart logistics and information systems that connect consumers to nutritious foods from resilient and sustainable farms. The Hub has been designed with a collective effort and a significant set of resources and leadership by PepsiCo, complimented by SAC and the Alliance of Biodiversity International and CIAT. Efforts will focus on three pillars: (1) food supply optimization, (2) smart logistics & market integration and (3) improved nutrition and healthy diets – with information access / inclusivity and gender equity acting as cross cutting enablers.

The FAA's pipeline of flagship initiatives includes the *Coalition for Farmer Allied-Intermediaries*²⁵ that seeks to support farmer-allied intermediaries in Africa to build more resilient African food systems, and the World Economic Forum's *100 Million Farmers*²⁶ that seeks to incentivise 100 million farmers to adopt regenerative and climate-smart practices while empowering 1 billion consumers to demand and support this type of agricultural production.



Similarly, Unilever and WWF's *Future 50 Foods*²⁷ initiative seeks to make 50 food items more commonly grown and widely eaten because they are nutritious, have a lower environmental impact than animal-based foods, can be affordable, accessible and taste good.



²⁵ Bain and Company, <https://www.bain.com/insights/ideas-in-action-coalition-for-farmer-allied-intermediaries/>

²⁶ WEF, <https://www.weforum.org/projects/100m-farmers-transitioning-towards-net-zero-nature-positive-food-systems>

²⁷ Knorr and WWF, https://www.knorr.com/content/dam/unilever/knorr_world/global/online_comms/knorr_future_50_report_online_final_version-1539191.pdf

Partnering with the Food Action Alliance to enhance impact

As a partner-led initiative, realizing the full potential of the FAA depends entirely on member championship, engagement and resourcing.

To enable collaboration, all stakeholders must recognize their position as part of a larger ecosystem: one in which all actors influence each other and their environment, compete and collaborate, share and create resources, adapt to emerging challenges, and jointly lead ambitious efforts to transform the sector. Through this collaboration model, the FAA can generate concrete outcomes that create value for the system as a whole and for each individual actor. The summary below outlines common value propositions and contributions for each stakeholder group.²⁸

Stakeholder	Value derived from Food Action Alliance	Key contributions to Food Action Alliance
All members <i>Food Action Alliance flagships, Strategic and Affiliate partners</i>	<ul style="list-style-type: none"> • Drive systemic change in global food system impact areas by helping to incubate and scale groundbreaking, transformative initiatives • Contribute towards a portfolio of investible flagships, positioned to collectively mobilize investment and partnerships • Develop close relationships with other FAA members, which can provide interesting learning opportunities and enable collaboration on other initiatives • Gain recognition as a thought leader and driver of positive change in the food and agriculture space, both regionally through the hubs and globally through the FAA platform 	<ul style="list-style-type: none"> • Provide high-level strategic guidance and direction to the FAA and selected flagships through Regional FAA Partner meetings • Contribute knowledge, advisory support and networks in relevant areas of expertise • Endorse and support the FAA in key forums to elevate FAA's model of driving food system transformation • Invite and enlist other interested members to join the FAA
Government <i>National, state and local level public sector</i>	<ul style="list-style-type: none"> • Advance and accelerate national food system agendas and pathways for food system transformation • Enlist stakeholders (especially from the private sector) to support and accelerate selected initiatives e.g. providing markets, investments, technology etc. • Forge new private sector investment in local food systems, complementing public investment • Provide a blueprint for other actors by endorsing major initiatives 	<ul style="list-style-type: none"> • Share key local and national priorities with multiple cross-sector stakeholders, and explore ways to align FAA initiatives with these priorities • Create an enabling environment for food system initiatives incl. coordination with cross-sectoral government agencies • Engage with and support local member initiatives and flagships where initiatives are aligned with national priorities
Companies and Investors <i>Global and domestic companies incl. SMES across the value chain</i>	<ul style="list-style-type: none"> • Enlist stakeholders (especially from the public sector and civil society) to support and accelerate initiatives • Secure long-term sustainability of initiatives through collaboration with other parties • Innovate with new customers, technologies or business models – creating new commercial opportunities 	<ul style="list-style-type: none"> • Invest in food system initiatives, with a long-term view of investment that goes beyond short-term profit and considers the sustainability of sector • Engage with and support member initiatives by providing technical assistance, strategic guidance and input on design • Share new technologies, research or business models with FAA members • Integrate a partnership approach into a long-term business strategy

²⁸ Adapted from WEF, <http://www3.weforum.org/docs/IP/2016/NVA/NVAGuidetoCountryLevelAction.pdf>

<p>Civil Society & Internationals Organizations <i>Global, regional or local organizations, incl. NGOs, farmer organizations and multilateral agencies</i></p>	<ul style="list-style-type: none"> • Enlist stakeholders (especially from the public and private sector) to support and accelerate initiatives • Secure long-term sustainability of initiatives through collaboration with other parties • Create accountability for partnership activities and results, often including developing and tracking metrics • Innovate with new models to drive impact at scale • Influence policy and investment by sharing the perspectives and recommendations of famers 	<ul style="list-style-type: none"> • Engage with and support member initiatives by providing technical assistance, strategic guidance and input on design • Share new technologies, research or business models with FAA members • Serve as convener of multi-stakeholder gatherings • Provide technical assistance, funding, capacity building and access to local grassroots networks in the country • Contribute knowledge, advisory support and networks in relevant areas of expertise
<p>Donors <i>Donors funding food system transformation</i></p>	<ul style="list-style-type: none"> • Support collective impact on specific regions, themes (e.g. nutrition, sustainable production etc.) or solution clusters that require the scale of a portfolio of flagships • Provide guidance to expand FAA's portfolio to other themes in line with specific donor priorities • Access and shape a portfolio of initiatives that meet high standards of transformative impact, scalability and inclusivity 	<ul style="list-style-type: none"> • Provide funding for the FAA secretariat, or towards specific thematic areas in line with donor priorities • Guide FAA's strategy and priorities to establish a mutually beneficial partnership
<p>Financial Institutions <i>Development Finance Institutions (DFIs) and other Impact investors financing food and agriculture</i></p>	<ul style="list-style-type: none"> • Generate long-term, sustainable impact through market-based approaches that can become financially self-sustaining • Access and shape a portfolio of initiatives that meet high standards of transformative impact, scalability and inclusivity 	<ul style="list-style-type: none"> • Develop innovative vehicles for financing and risk management
<p>Research organizations and thought leaders <i>Academia, research organizations and other thought leaders</i></p>	<ul style="list-style-type: none"> • Gain access to a platform of initiatives and members to develop, test and contribute transformative ideas • Collect insights from "real world" application 	<ul style="list-style-type: none"> • Join FAA's expert network to provide solution-oriented guidance to FAA members (ad-hoc basis) • Promote partnership in spheres of influence



Critical milestones towards 2030

Supporting the Food Systems Summit

The FAA is well positioned to support the advancement of the goals and solutions needed as identified through the process leading up to the UN Food Systems Summit (UN FSS). By providing a well-established platform that is able to facilitate cross-sector coordination and collaboration among a wide group of stakeholders, the FAA can take forward the outcomes of the Summit to ensure that action is delivered on the ground against the commitments set out. In addition to providing a delivery mechanism for the Summit, the FAA's portfolio of flagships provides examples of multi-stakeholder partnerships on the ground to advance food system transformation.



There is significant space for all stakeholders to come together around the 2030 Agenda, and indeed we can only succeed in progress with the leadership of all actors in their own right, and with additional multi-stakeholder coalitions, at local, national and global levels.



Agnes Kalibata
UN Secretary-General's Special Envoy to the
2021 Food Systems Summit

The FAA has mapped its flagships against the Action Tracks, Action Areas and Solution Clusters of the UN FSS – focusing on clusters where the flagships are most relevant and can provide tangible evidence of transformation that can serve as blueprints for other initiatives, including Solution Cluster 3.1.1 (Deforestation-free and conversion-free food supply chains) and Solution Cluster 4.2.1 (Strengthening Capacity in Food Systems) among others. As a multi-stakeholder coalition in itself that convenes multiple stakeholders (including governments) to accelerate transformative food system initiatives, the FAA also provides a model of effective food system governance (Solution clusters 6.1.1 and 6.1.2).

Championing national and regional pathways

The FAA can provide extensive support to countries on their national and regional pathways for food system transformation in several ways:

- 1. Provide the connective tissue and continuity required to implement national pathways:**
Once key initiatives have been identified and critical gaps are noted, the FAA can bridge gaps by mobilising partnerships and investments through its partner network. This involves connecting private sector, civil society, financing providers and other stakeholders to one or more initiatives comprising the national food system pathway. Some of these stakeholders may be international or regional players seeking expansion opportunities. By connecting them with the appropriate national initiatives, these stakeholders are able to utilise their resources

in a way that advances national goals. Strengthening national pathways with engagement from multiple stakeholders provides the continuity required for long-term systemic thinking.

- 2. Share learnings on advancing national food system pathways within and between countries:** By setting up a dedicated capacity to advance national food system pathways, the FAA can share learnings across countries. This means that more advanced countries in the FAA's network can share learnings with countries with a strong focus on food systems (like Vietnam, Costa Rica and Ethiopia), to eventually provide an accelerated path to action for countries with less developed food system strategies. FAA's flagship portfolio of initiatives also provides blueprints for countries to learn from, and connections to FAA flagships in the country allow national leaders to be able to draw on existing initiatives to build their strategies.
- 3. Provide visibility and global recognition for national food system strategies:** The FAA's member network and access to major agenda setting processes provides a platform for countries to play a leadership role within the public policy community, share ideas on how to strengthen their pathways and mobilise access to best practices

The FAA stands ready and able to support national and regional pathways for food systems. At the same time, the FAA recognises that countries pursue their food system pathways, built with the support of multiple local and international organisations (including the World Bank, FAO and IFAD among others). Ownership for national food system strategies ultimately lies with the countries – ideally across multiple ministerial departments including agriculture, rural development, health, environment and finance among others. However, the FAA's distinct value proposition in championing national and regional pathways responds to the need for multi-stakeholder partnerships to transform strategies into action.



We can only activate the transition through cooperation: every stakeholder in the food value chain has a pivotal role to play in creating healthier, more equitable and more sustainable food systems. With the deadline for the 2030 SDGs fast approaching, we must all act now.



Wiebe Draijer
Chairman of the Managing Board, Rabobank

An outlook towards 2030

The FAA aims to act as a vehicle to deliver on the aims of major agenda setting processes, including the 2030 Agenda and the Paris Climate Agreement.

By 2030, the FAA intends to be the ultimate multi-stakeholder collaboration platform that the private sector, government, civil society, and international organisations can utilise to achieve the successful cross-sector collaboration required to implement their commitments and achieve their goals. The FAA intends to demonstrate multiple pathways of food system transformation, alongside blueprints of effective collaboration that the international community can learn from and adopt. Achieving this requires not only a large partner network, but also a high-impact, systemic and transformative flagship portfolio. The FAA intends to enlist 100+ flagships by 2030, alongside a network of 100+ actively engaged partners. The FAA will continue to refine its repeatable and scalable model of support to ensure that flagships and member initiatives derive the most value from these interactions with the FAA.

The FAA intends to be a stable, and long-term platform that will continue to scale and accelerate action towards achieving the UN SDGs at a critical juncture for food systems globally with only nine harvests left before 2030. While food will continue to play a vital role in our lives and the planet, food system transformation is both urgent and important to build a healthy future.



Appendix

Appendix 1: Food Action Alliance Background deck

Appendix 2: Details of Food Action Alliance flagships

Flagship	Objective
1 West Africa Regional Rice Platform	Support a large-scale regional rice value chain in West Africa by leveraging existing initiatives in local and regional rice value chains to enhance food security and nutritional diversity
2 Africa Improved Foods	Improve Africa's ability to feed Africa through increased value addition across the food supply chain; Initiative is currently manufacturing in Rwanda with sales in 5 African countries
3 Dairy Nourishes Africa	Accelerate the transformation of Africa's dairy industries with a market-led systems approach, where farmer-allied processors drive change; Started in Tanzania and expanding in East Africa
4 FtMA – Flattening the Curves	Create strong and sustainable markets by reducing post-harvest losses and diversifying crop production
5 Regional Innovation Hubs – Africa	Develop, scale, and deploy technology and innovations through the creation of an interoperable digital and analytics ecosystem; Initial scoping of hubs in Zambia and in Ethiopia/Kenya
6 SACAU Poultry Solution	Develop an inclusive, globally-competitive poultry sector by improving regional trade, input availability, and consumer awareness; Initiative focuses on 12 countries across Southern Africa
7 Senegal Agropole Sud	Improve the food, nutritional security and income of beneficiaries through improved access to markets, agricultural inputs, and services – while mobilizing private investment in key sectors (mango, cashew, corn)

Africa



Flagship	Objective
8 Sustainable Cattle Landscapes: Colombia	Accelerate sustainable reconversion and intensification processes by strengthening deforestation-free value chains and encouraging adaption of tailored financial instruments
9 Regional Innovation Hub- Colombia	Leverage technology and develop Colombia-owned innovative ecosystems to build food systems that promote sustainability and inclusivity
10 Beef and Forests: Brazil-China Green Trade Opportunity	Improve sustainable animal-based production systems through cross-regional trade dialogue and availability of financial instruments
11 International Potato Center (CIP) Aguapan Project	Protect 25% of global potato agrobiodiversity held by self-representing, indigenous potato guardians (producers) through support for their cooperative development, marketing strategy and e-commerce platform for nutritious mixtures
12 Olam Peru Superfoods Initiative	Combat child and female anaemia in indigenous quinoa and chia producer communities by integrating public private partnerships into supply chain training aiming to sustainably intensify organic Superfoods
13 VIDA (Mexico)	Facilitate market linkages that secure sustainable supply of corn, wheat, cacao and coffee for buyers sourcing from smallholders by integrating input supplier technical assistance and subsidies
14 CIMMYT Maize for Mexico	Facilitate maize self-sufficiency through agronomic support and modelling for small and medium-sized farmers to produce climate resilient and environmentally sustainable maize

Latin America



Flagship	Objective
15 Agricultural Value System Partnership Platform (AVSP)	Promote agriculture as an economic enterprise by integrating value chains, managing marketable surpluses, and minimizing post-harvest losses
16 Regional Innovation Hub-India	Support technology and India-centric innovations to build sustainable and nutritious food systems
17 Grow Asia Digital Program	Contribute to the development, promotion, and adoption of digital tools for smallholder farmers to boost agricultural output and enhance climate resilience
18 Partnership for Sustainable Agriculture in Viet Nam (PSAV)	Support modern agricultural practices and improve farmer livelihoods through the development of hi-tech farming practices and the creation of strong value chains and enterprises
19 Partnership for Indonesia's Sustainable Agriculture (PISAgro)	Address Indonesia's agricultural challenges while improving the livelihood of smallholders using an innovative, multi-stakeholder model and market-based approaches

India and South East Asia



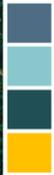
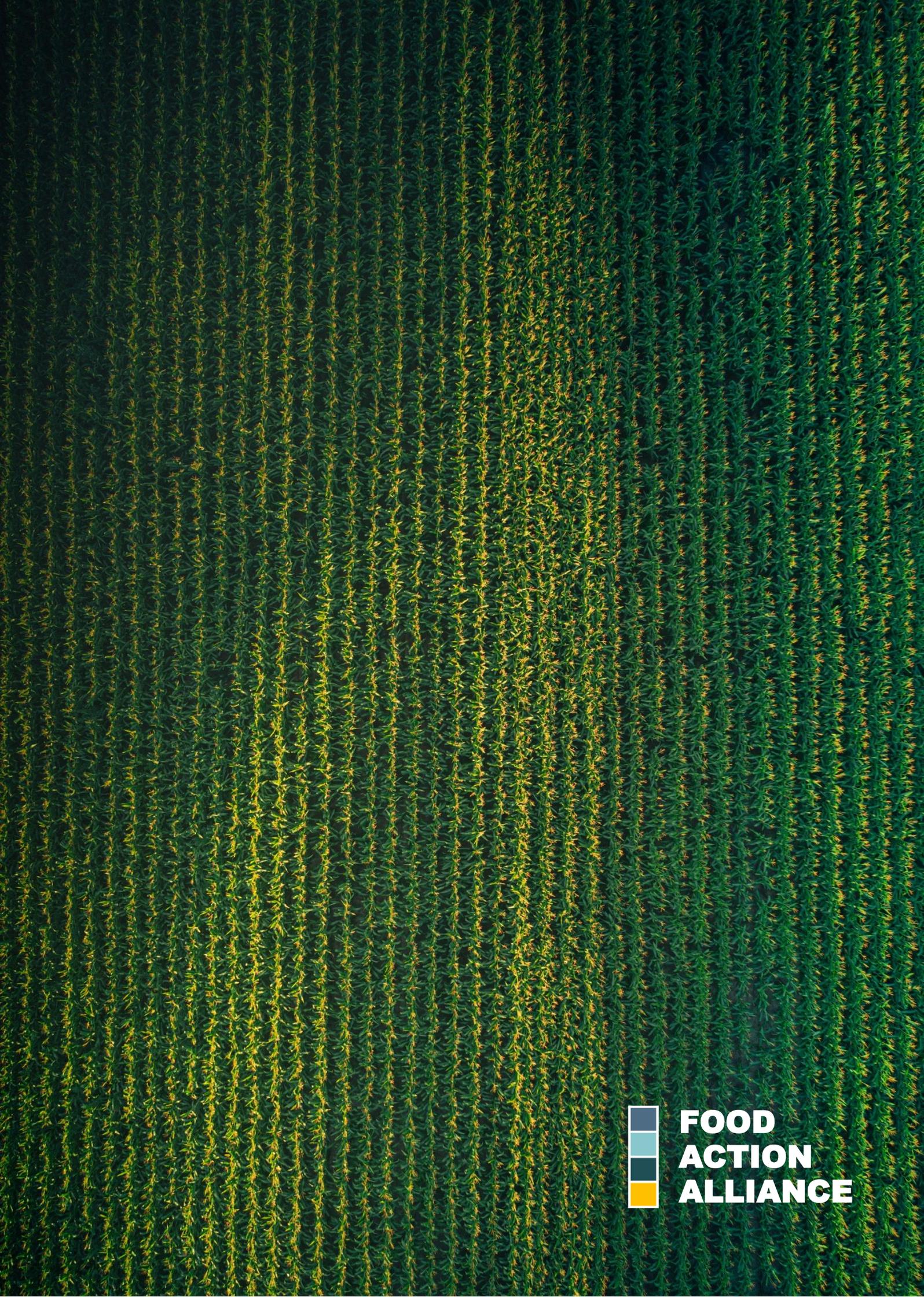
Appendix 3: Strategic and Affiliate Partner terms of reference

		Strategic Partner	Affiliate Partner
Strategy and leadership	Define the strategic direction of Food Action Alliance, including composition of the flagship portfolio	✓	
	Join the Steering Committee which drives the strategic direction and implementation of Food Action Alliance and its flagship portfolio	✓	
	Be invited to quarterly regional meetings to agree on priorities and next steps	✓	✓
Financial and in-kind support	Provide financial or in-kind support to global or regional hubs	✓	
	Engage deeply with at least one Food Action Alliance flagship by providing leadership, oversight and support to flagship leads		✓
Input and guidance	Be welcome to introduce initiatives for consideration as flagships	✓	✓
	Be invited to provide input to the establishment of the Expert Network and Working Groups	✓	
	Be invited to provide input to regional Working Groups	✓	✓
	Help to package and disseminate Food Action Alliance-generated knowledge, data and tools for public use	✓	✓
Comms	Be invited to quarterly virtual meetings of the Alliance to engage on a global level	✓	
	Be invited to regional virtual meetings of the Alliance to engage on a regional level	✓	✓
Modalities	Sign terms of engagement with the Food Action Alliance	✓	✓
	Have their logo listed on the Food Action Alliance documents and website	✓	✓
	Nominate a senior representative for Food Action Alliance quarterly meetings.	✓	✓
	Participate in one annual Food Action Alliance meeting (in person/virtual) at principal level.	✓	
Food Action Alliance principles	Share the Food Action Alliance Vision and agree with its Guiding Principles ²⁹	✓	✓
	Be an organization with a commitment to support food systems	✓	✓

²⁹ The Food Action Alliance is based on the following principles: 1. A holistic food system approach. 2. Country demand and local ownership driving all new investment initiatives. 3. A multi-stakeholder approach to identify key needs, opportunities, and solutions. 4. A commitment to pursue market-based solutions and to improve market functioning. 5. Globally supported by a dynamic network of country, regional and global actors.

Appendix 4: Details of Food Action Alliance’s flagship support model

Category	FAA support role	Detailed descriptions
Network for Action	Mobilise partnerships to enhance the scale of impact and ability to address systemic issues	<ul style="list-style-type: none"> Support members in identifying areas where partnerships with other stakeholders (government, private sector, civil society etc.) would be mutually beneficial Tap into FAA partner networks to connect the right stakeholders together Highlight how FAA member initiatives may fit into stakeholder strategic priorities (e.g. to governments on how flagships may help advance national transformation agendas)
	Facilitate access to funding, strategic and technical assistance through connections with FAA partners	<ul style="list-style-type: none"> Work with members to identify needs and areas of support (e.g. funding requirements, partnership development, strategic planning, technical assistance etc.) Invite members to present key needs and areas of support and in 3 regional meetings a year with all partners, and monthly calls with selected partners Determine key interventions required to address member needs and identify potential areas for multi-stakeholder collaboration Facilitate connections with selected partners in FAA’s network to address needs – for members to pursue further conversations at their discretion Curate high-impact conversations with partners to address specific needs impacting multiple members (e.g. convening a donor roundtable for members to discuss funding options)
	Provide an aggregated platform for members to address critical cross-cutting themes	<ul style="list-style-type: none"> Identify themes, regions or solution clusters that require the scale and breadth of a portfolio of flagships Provide member initiatives with access to FAA’s portfolio of flagships as a delivery mechanism to advance collective action on cross-cutting topics e.g. carbon credits for farmers, smallholder farmer insurance etc. Support action on critical cross-cutting themes through partnership development, access to stakeholders and visibility opportunities
Ideas Hub	Consolidate and share tools, insights and best practices for food system transformation	<ul style="list-style-type: none"> Share access to tools, insights and best practices that are collated from flagships, FAA partners and the TLN in a highly curated annual report Share emerging ideas, reports and other intelligence gathered from members in a quarterly newsletter
	Assemble practitioners to share insights and solutions through the Transformation Leaders Network (TLN)	<ul style="list-style-type: none"> Invite all members to join the annual meeting of the TLN to build systems leadership capacity, support systems change initiatives and collect/evolve systems leadership knowledge Provide an opportunity for members to share specific challenges and cases related to their initiative to receive feedback, training and addressable solutions to specific challenges through networking gatherings, peer-to-peer activities and coaching sessions
	Deploy an expert network or thematic working groups to provide integrated, cross-sectoral advice and solutions	<ul style="list-style-type: none"> Convene an expert network to provide solutions to specific regional topics or flagship needs on an ad-hoc basis Allow members to connect 1:1 with experts based on the expert’s availability and readiness to engage
Platform for Leadership	Provide visibility on the world stage during regional and global events with leading food system actors	<ul style="list-style-type: none"> Invite members to participate in regional and global events organised by FAA (e.g. FAA partner meetings) or its partners (e.g. WEF, AGRA and Grow Asia) to provide visibility Invite members to leverage key regional and global events that have the potential to advance specific member agendas
	Share leadership opportunities to help drive policy reform and advocate for positive change	<ul style="list-style-type: none"> Elevate members to provide leadership and guidance to other stakeholders (e.g. national governments and private sector stakeholders) in FAA and partner-led forums
	Provide access to major agenda setting processes incl. the UN FSS in 2021	<ul style="list-style-type: none"> Provide access to major processes (e.g. UN FSS, AGRF, COP) and others where FAA’s strategic role and strength of partner connections can increase member exposure



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