



Joint Programme Template

A. COVER PAGE

- 1. Fund name:** One Planet MPTF for SDG 12
- 2. MPTFO Project Reference Number** (*leave blank / automatically populated in Atlas*)
- 3. Joint Programme title:** Promoting sustainable food consumption and production patterns through integrated tools, advocacy and multi-stakeholder action
- 4. Geographical scope**
Global, with pilot interventions in Uganda and Brazil
- 5. SDG Targets directly addressed by the Joint Programme (targets of SDG 12 and other relevant SDGs)**
SDG Targets 12.1; 12.2; 12.3; 12.5; 12.6, 12.8; 12.b; 2.2; 2.4; 11.A
- 6. UN Joint programme focal point**
Divine Njie
Food and Agriculture Organization of the United Nations (FAO)
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- 7. Outcome and short description**
The expected outcome of the Joint Programme (JP) is coherent policies and strengthened human capacities for sustainable, resilient and inclusive food systems development at national and municipal level. To deliver this outcome, the JP will develop global tools and approaches for facilitating a cross-sectorial and whole-of-government approach for collaborative and integrated food systems development at national and sub-national levels, and for promoting sustainable food management in the tourism sector. Pilot work will be carried out at municipal level in Rio de Janeiro, Brazil and at national and local level in Uganda to test the tools. This will be complemented by efforts to establish partnership and multi-stakeholder collaboration frameworks for food systems development efforts in these countries. The JP will also support awareness-raising and behavioural change, targeting governments, investors, small scale value chain actors and consumers, as well as capacity development through training to promote sustainable food systems development in the pilot countries while also gathering lessons that can be applied globally.
- 8. Keywords:**
Sustainable food systems, food systems transformation, food systems approach, sustainable diets, chemicals free healthy food, food loss and waste, sustainable food value chains, multi-stakeholder collaboration, sustainable tourism, multi-level governance.



9. Overview of budget

SDG 12 Fund contribution	USD 500,000.00
Co-funding 34,000 (FAO); 31,000 (UNEP); 15,000 (UNDP); 15,000 (UNWTO)	USD 95,000.00
TOTAL	USD 595,000.00

10. Timeframe:

Start date	End date	Duration (in months)
<u>September 2020</u>	<u>December 2022</u>	<u>27 months</u>

11. Participating UN Organizations (PUNO) and Partners:

9.1 PUNO

- Convening Agent¹:

- Food and Agriculture Organization of the United Nations
 - Njie Divine, Deputy Director, Food Systems and Food Safety Division, FAO;
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- **Other PUNOs:**
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 - Clementine O'Connor; Sustainable Food Systems Programme Officer;
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- United Nations Development Programme
 - Tim Scott, Policy Advisor and Programme Manager, Inclusive green economy, Nature, Climate and Energy team, Bureau for Policy and Programme Support;
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- World Tourism Organization (UNWTO)
 - Virginia Fernández-Trapa, Programme Officer, Sustainable Development of Tourism Department; vftrapa@unwto.org

¹ Convening Agent coordinates the joint programme design and consolidates the narrative reporting, prepared in accordance with the reporting procedures applicable to the PUNOs



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9.2 Partners

- One Planet Network Sustainable Food Systems Programme, and One Planet Network Sustainable Tourism Programme
- National and sub-national authorities
- Civil society organizations
- Private sector
- International Financial Institutions

SIGNATURE PAGE

Participating UN Organization (Convening agent) <i>FOOD AND AGRICULTURE ORGANIZATION</i> <i>MAXIMO TORERO CULLEN</i> <i>CHIEF ECONOMIST</i> <i>DATE</i> <i>SIGNATURE AND SEAL</i>	
Participating UN Organization <i>UN ENVIRONMENT PROGRAMME</i> <i>MARK RADKA</i> <i>CHIEF, ENERGY AND CLIMATE BRANCH</i> <i>ECONOMY DIVISION</i> <i>DATE</i> <i>SIGNATURE AND SEAL</i>	
Participating UN Organization <i>UN DEVELOPMENT PROGRAMME</i> <i>FRANCINE PICKUP</i> <i>RESIDENT REPRESENTATIVE</i> <i>DATE</i> <i>SIGNATURE AND SEAL</i>	
Participating UN Organization <i>WORLD TOURISM ORGANIZATION</i> <i>ZURAB POLOLIKASHVILI</i> <i>SECRETARY GENERAL</i> <i>DATE</i> <i>SIGNATURE AND SEAL</i>	



B. Joint Programme description

1. Baseline and Situation Analysis

1.1 Problem statement

Sustainable food systems are increasingly being recognized to be amongst the key determinants of the extent to which the majority of the Sustainable Development Goals (SDGs) will be achieved², with a number of key trends and challenges that affect the sustainability of food systems having become more visible:

The global population is expected to reach nearly 10 billion by 2050³ and, together with growth in incomes, is projected to create a significant increase in the global demand for food. This is compounded by increasing rates of urbanization, with approximately 50 percent of the total global population already living in urban areas and an additional 2.4 billion people projected to live in towns and cities by 2050. Even in countries with large rural populations, food markets cater primarily to urban food demand⁴.

More than 820 million people suffer from hunger and many more consume low quality diets that cause micro-nutrient deficiencies and contribute to a substantial rise in the incidence of diet-related obesity and diet related non-communicable diseases, including coronary heart disease, stroke and diabetes⁵. Furthermore, with an estimated 600 million cases of foodborne illnesses and 400 000 deaths annually across the globe, unsafe food is a threat to human health and economies, disproportionately affecting vulnerable and marginalized people, especially women and children, as well as populations affected by conflict and migration⁶.

These trends are changing patterns of demand towards more resource intensive and perishable food products with associated pressures on the natural resource base and the environment. Concomitantly, the impacts of climate change, including more frequent and difficult to anticipate climate variability and extreme weather events, are expected to have negative effects on the functioning of food systems. The food sector is the dominant user of our natural resources. Food systems, considered from production to consumption, are responsible for up to 37% of global GHG emissions, 60% of global terrestrial biodiversity loss, and the overexploitation of 20% of the world's aquifers⁷. The largest impacts, contributing around 24% to global GHGs, come from land-use changes (deforestation), high input agriculture (fertilizers, pesticides), livestock and food losses. However, later stages in

²Independent Group of Scientists appointed by the Secretary-General, Global Sustainable Development Report 2019: The Future is Now – Science for Achieving Sustainable Development, (United Nations, New York, 2019). (<https://sustainabledevelopment.un.org/globalsdreport/2019>)

³ UNDESA, 2017. World Population Prospects: 2017 Revision, Key Findings and Advance Tables. New York.

⁴ FAO. 2017. State of Food and Agriculture: Leverage food systems for inclusive rural transformation. Rome.

⁵FAO, IFAD, UNICEF, WFP and WHO. 2019. The State of Food Security and Nutrition in the World 2019.

⁶World Health Organization. 2015. WHO estimates of the global burden of foodborne diseases: Foodborne disease burden epidemiology reference group 2007-2015. Geneva 2015. p.72: Available at: http://www.who.int/iris/bitstream/10665/199350/1/9789241565165_eng.pdf?ua=1

⁷ UNEP (2016) Food Systems and Natural Resources. A Report of the Working Group on Food Systems of the International Resource Panel. Westhoek, H, Ingram J., Van Berkum, S., Özay, L., and Hajer M



food systems (transport, processing, distribution, food preparation, food consumption, and food waste) have growing impacts⁸.

Developments in food systems have also induced greater food loss and waste (FLW). A third of food produced for human consumption is lost or wasted, generating 8% of global greenhouse gas emissions, in addition to the land use, water and biodiversity impacts of growing 1.3 billion tonnes of food to be thrown away.

The disruptions created by the COVID-19 crisis have revealed many weaknesses in contemporary food systems, including the challenges of accessing safe, nutritious food at affordable prices when movement is restricted or markets close and the vulnerability (both in terms of health and income) of employees engaged throughout the food system. In many cases, there are risks to the very survival of firms, particularly micro, small and medium enterprises (MSMEs) including traders, food processors, transporters, and retailers, especially those engaged in high value, labour intensive, perishable commodities such as fruits and vegetables, meat, fish, milk and dairy products, which are essential for good nutrition and have been disproportionately affected. In the responses, we have witnessed an emphasis on shorter food supply chains, which help connect urban and peri-urban developments. The pandemic also reminded us of the importance of nature for people's well-being, and with it the need to rebalance resource use.

A transformation of food systems is urgently needed to provide safe, affordable and healthy diets for the world's rapidly growing population, while contributing to inclusive economic and social development, and doing so in ways that do not compromise the survival of future generations through negative impacts on natural resources, ecosystems and the environment.

This JP will support food systems changes through actions in four main areas. Firstly, it will seek to address the following gaps that Governments at all levels face in their efforts to tackle food systems issues:

- i) Lack of knowledge and understanding by food systems actors (policy makers and other stakeholders) of the interlinked issues and dynamics of the food systems, which consequently are not considered when policies and interventions are formulated. Often this leads to concentration of efforts on production-level interventions and policies, with little or no attention to addressing food consumption issues and unsustainable practices along the entire food supply chain;
- ii) Insufficient dialogue and collaboration across levels of governments, sectors and food system actors (particularly local and vulnerable communities and women, including suppliers and businesses). This challenge is aggravated by lack of or inadequate governance and coordination mechanisms to support cross-sectoral efforts and inclusive policy planning;
- iii) Lack of coherence across policy areas and actions affecting food systems and between different levels of governance. Inadequate policy planning often reduces opportunities for meeting multiple objectives - sustainable economic development, poverty alleviation, biodiversity conservation, climate change mitigation and adaptation, and food security and sustainable and healthy diets for all. Furthermore, despite local government actions to improve their food systems and to develop food policies within the bounds of their devolved

⁸ IPCC Land use report and UNEP IRP report



powers and competencies, food is not yet part of mainstream urban and territorial planning, and requires more policy support, including at national level.

A second area the JP will support is the link between the tourism and food sectors. Food is a key element of the tourism experience and a differentiating factor for tourism destinations. At the same time, it represents an entry point for circularity and transformation in tourism value chains through sustainable procurement (local and organic sourcing, sourcing from market surplus or collective procurement), sustainable menus (including healthy and plant-rich dishes) and FLW reduction and management.⁹ The tourism sector plays a relevant role in the food value chain, primarily with regards to food service, individual food consumption, and food waste prevention and disposal. In addition, the tourism sector has potential to influence food production, packaging and logistics. In 2019, approximately 58 billion tourist meals were served¹⁰. The creation of linkages between tourism businesses and agricultural producers can result in local economic development opportunities for communities of tourism destinations, including women and youth¹¹. However, many tourism businesses source their food from global markets with the consequent increased carbon footprint. Furthermore, there are high volumes of food waste in tourism operations, a problem that represents globally the loss of over USD 100 billion on an annual basis but also one of the biggest opportunities for savings through the optimization of food processes¹² which in the current context can contribute to support a responsible recovery from the COVID-19 crisis¹³.

Despite the importance of food value chains in tourism activities, there is no clear pathway that ensures that the tourism sector businesses are advancing in a sufficiently impactful manner to contribute to the SDG target 12.3 and more broadly sustainability and circularity of food value chains. A global review of national tourism policies¹⁴ revealed that approximately 70% make references to the importance of local sourcing to minimize leakages at destinations, whereas only 11% make references to the importance of FLW reduction. With regards to the private sector, a benchmark exercise that analyzed commitments and actions of major tourism companies¹⁵ on the topic of FLW demonstrated a need for support in raising awareness and building capacities of tourism businesses with a view to increasing the level of investment to transform towards more sustainable food systems. Such a transformation would not only result in reduced levels of FLW but also in improved employment opportunities, dietary quality and environmental sustainability along the concerned food supply chains.

The third area the JP will address is weak capacities. On the one hand, policy makers need their capacity strengthened to: adopt systems thinking and a systems approach in agrifood policy making and strategy design and implementation; take into consideration the interlinked factors involved in food systems; promote coherence across policy areas; and understand the importance of dialogue and collaboration across levels of government,

⁹ <https://www.unwto.org/covid-19-oneplanet-responsible-recovery>

¹⁰ <https://www.unwto.org/sustainable-development/tourism-emissions-climate-change>

¹¹ <https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/3790.pdf>

¹² https://static1.squarespace.com/static/5b476fd61137a658cc13bd7b/t/5bfea514c2241b299cd49d10/1543415068454/Insight+Report_Winnow.pdf

¹³ <https://www.unwto.org/covid-19-oneplanet-responsible-recovery>

¹⁴ <https://www.unwto.org/sustainable-development/resource-efficiency-in-tourism>

¹⁵ Reports and activities from the following companies were analysed: Accor, Hilton, Marriott, Club Med, TUI, Hyatt.



sectors and food system actors. On the other hand, supply chain actors need their capacities strengthened in sustainable practices in their operations.

The fourth area the JP will address is lack of awareness and the need for behaviour change to promote sustainable practices at different levels, targeting policy makers; investors; tourism businesses; food supply chain actors, tourists, consumers and other stakeholders.

1.2 Stakeholder mapping and target groups

Given its holistic approach to food systems, this JP aims to influence stakeholders involved in the production and consumption of food (e.g. farmers, traders, processors, distributors, retailers, food entrepreneurs, and consumers), as well as those who provide the policy frameworks to tackle its impacts and consequences (e.g. national and sub-national public authorities, international organizations, civil society and research institutes) from various angles (e.g. agriculture, environment, health, tourism, education, trade and finance). More details follow below:

- **Producer organizations and associations:** the JP will promote multi-stakeholder governance systems for these organizations and associations; it will engage smallholders (mainly through farmers associations) in the food systems policy planning and development. In Uganda, they will also participate in capacity development activities for sustainable and nutritious food systems and urban-rural linkages.
- **Traders, processors, distributors and retailers and their associations:** The JP will promote multi-stakeholder dialogue and partnerships for food systems development, in which traders, processors, distributors, retailers and their associations will participate. In Rio de Janeiro, key partners include Zona Sul (a major retailer), Gastromotiva (an NGO/restaurant that was co-founded by Massimo Bottura and promotes sustainable food). In Uganda, the JP will collaborate with the Uganda Agribusiness Alliance, the secretariat of the Agriculture Sector Strategy Process III, and stakeholders convening around the rice sub-sector strategy to identify the most relevant associations and gaps in representation.
- **The private sector will also be engaged in multi-stakeholder dialogue in Brazil and Uganda.** In Brazil, key identified private partners are: SEBRAE (SMEs Business Association), Roteiros do charme hotel association, the Brazilian hotel association, the Brazilian Tour Operators Association BRAZTOA, Unilever (a food manufacturer with recent campaign work on food waste in Brazil), Zona Sul (a major food retailer that is active in food waste reduction). In Uganda, the key agribusiness incubator networks will be engaged in collaboration with the National Initiatives Support Programme.
- **Consumers:** the JP plans several awareness raising activities targeting consumers on topics related to food waste, sustainable diets and behaviour change. The JP plans to work with chef-hotelier-influencers (such as Roberta Sudbrack) in Rio de Janeiro, and with the Consumers Protection Association in Uganda.
- **Public institutions at national and sub-national levels):** The JP will target primarily policy makers and will equip governments, both at national and local level, with the tools and capacity to create better governance and action plans for their food systems. In Uganda, key public partners are the Ministry of Agriculture, Animal Industry and Fisheries, the Ministry of Water and Environment, the Ministry of



Finance, Planning and Economic Development, the Ministry of Health, the Ministry of Local Governments, the Ministry of Tourism, Wildlife and Antiquities, and local authorities from Kampala and surrounding cities. In Rio de Janeiro, the JP's key public partners are the city government, Rio Municipal Education Secretariat, Comlurb (Rio Waste Agency), Embrapa (the public agricultural research corporation, which recently launched campaign work on food waste reduction in schools), and National Ministries of Agriculture and Environment.

- **One Planet Network:** The One Planet Network Sustainable Food Systems and Sustainable Tourism Programmes will provide experts for the technical advisory board of the JP. These programmes will participate in the development of activities and products of this JP. Moreover, through these Programmes, the JP will engage governments and stakeholders to exchange knowledge, experience and best practices on sustainable food systems development and implementation amongst each other.

2. Programme Strategy

2.1. Overall strategy

In pursuit of the overall objective of the JP to support food system transformation, the JP will address key barriers by targeting both consumption and production patterns, and cross-sectoral and whole-of-government cooperation. The JP will develop and support the implementation of tools that guide and promote integrated and scalable approaches towards food systems transformation, as well as tools and approaches for sustainable food management in the tourism sector. These tools and approaches will be of global relevance and tested by adapting them to two country and local contexts, i.e. Uganda and Rio de Janeiro. The application of these tools and approaches will be complemented by support to establish partnership and multi-stakeholder collaboration in these two settings. In addition, the JP will support both public and private sector actors to raise their awareness and enhance their capacities. This would strengthen the capacity of policy makers to formulate more coherent and enabling policies, which would in turn stimulate and provide the required conditions for value chain actors to undertake food production, trading, processing, retailing and consumption practices that are conducive to the development of sustainable, resilient and inclusive food systems. In addition to policies and capacities relevant to producers and consumers, the JP will address the mid-segment of food value chains related to traders, wholesalers, food processors, transporters, retailers, and food service providers and hospitality businesses.

The terms of behavioural change, the JP will focus on the entry points of schools and tourism, through improvement of the food environment (i.e. the environment that physically surrounds people in terms of outlets where food is purchased and consumed) to influence behavioural change and shape dietary practices. In addition, the JP will undertake a behavioural change campaign "Groundswell" targeting governments, investors, small scale value chain actors and consumers. The campaign will influence the following behavioural changes to achieve this goal: a) Governments must create policy and financial incentives and regulatory requirements to upscale nature-based agricultural practices, repurpose traditional nature-negative agricultural subsidies as well as remove perverse fiscal support, to ensure a just transition, b) Investors must redirect their money flows to food system agricultural practices that are low-carbon, zero nature loss and which foster biodiversity conservation as well as reduce usage of chemical inputs, c) Small-scale producers and



processors can be a massive force for achieving sustainable food systems and d) Consumers and tourists can create groundswell too by changing their diets, buying sustainably produced and nutritious products and demanding agriculture with no harm to nature and health.

The JP is a **game changer for SDG 12** and contributes to several targets of the SDG 12 (12.1; 12.2; 12.3; 12.5; 12.6, 12.8; 12.b), while also addressing targets of other food-systems related SDGs: 2.2; 2.4; 11.A.

SDG 12.1. on the implementation of 10YFP	The JP addresses core elements of the strategies of the One Planet Sustainable Food Systems, and Sustainable Tourism Programmes, while also contributing to goals of other OPN programmes, such as the Sustainable Lifestyles and Education, Consumer Information, and Sustainable Public Procurement.
SDG 12.2. on the efficient use of natural resources	A transformation for sustainable development, through more sustainable food systems and nutrition patterns, is directly connected to the efficient use of natural resources.
SDG 12.3. on food loss and waste	The JP includes the development of global tools and approaches for sustainable food management in the tourism sector, including food loss and waste. The JP will pilot behaviour change interventions for food waste reduction at city level, support awareness-raising with a focus on food waste prevention, and build capacities of value chain actors to reduce food losses.
SDG 12.4. on sound management of chemicals and waste	The “Groundswell” campaign will generate knowledge, drawing from best-practice examples of chemical-free natural production practices that reduce synthetic chemical inputs and run-off from fertilizers and pesticides and produce safe food. The global tools and approach for sustainable food management in the tourism sector, including food loss and waste, support the creation of linkages with sustainable producers.
SDG 12.5. on waste reduction	The global tools/approach for sustainable food management in the tourism sector, including food loss and waste, are based on the integration of circularity principles across the tourism value chain for food.
SDG 12.6. on sustainability reporting	The global tools and approach for sustainable food management in the tourism sector encourage tourism companies to disclose progress, notably in the area of food waste.



SDG 12.8. on lifestyles	<p>Increased awareness and knowledge through the Groundswell campaign leading to more informed consumption practices among people</p> <p>The global tools/approach for sustainable food management in the tourism sector support the adoption of healthier lifestyles by tourists and consumers.</p> <p>Increased awareness of food waste and sustainable diets at local level in Uganda and Rio de Janeiro, providing templates for scaling up.</p>
SDG 12.B. on measuring tourism impacts	<p>The global tools/approach for sustainable food management in the tourism sector encourage tourism companies to measure regularly, notably in the area of food waste.</p>
SDG 2.2 on ending all forms of malnutrition	<p>The JP will implement a number of activities that promote a shift towards more sustainable and nutritious diets.</p>
SDG 2.4 on ensuring sustainable food production systems and implementing resilient agricultural practices to increase productivity, maintain ecosystems, and strengthen capacity for adaptation to climate change, and improve land and soil quality;	<p>The tool/approach to support multi-stakeholder collaboration for food system transformation will contribute to ensuring more sustainable and resilient production systems, while also promoting interlinkages between production systems and consumption patterns of food (SDG 2.2)</p>
SDG 11.6 on municipal waste management	<p>More than fifty percent of municipal waste generation in middle- and low-income countries is food and green waste, and thus food waste reduction has a significant impact on total waste generation.¹⁶</p>
SDG 11 A Support positive links between urban, peri-urban areas and strengthening national and regional development planning	<p>The JP will adopt the FAO framework for the Urban Food Agenda, which fosters urban-rural linkages and the integration of food systems in urban and territorial development planning. The JP will also build on the knowledge of the UNEP-UN Habitat collaboration on urban issues and urban-rural linkages</p>

¹⁶ World Bank Group (2018) What a Waste 2.0: A Global Snapshot of Solid Waste Management to 2050



The JP is aligned with the **SDG Decade of Action**. It will contribute to efforts to increase the speed and scale of actions to deliver the SDGs, through: global action to secure greater leadership and smarter solutions; local action on policies, institutions and regulatory frameworks of governments, cities and local authorities; and people action, including by youth, civil society, the media, the private sector and other stakeholders. Food systems development touches on many SDGs, and while the JP contributes across most of the targets of SDG 12, it will also generate impacts beyond, notably with regards to ending hunger and poverty (SDG 1 and SDG2), promoting gender equality (SDG 5), combating climate change and its impacts (SDG 13), and fostering multi-stakeholder action and partnerships across the food system at global, national and sub-national levels (SDG 17). Moreover, lessons gathered from the JP, for example, with respect to building resilience in the food system against shocks such as the **COVID-19 pandemic**, will inform the **UN Food Systems Summit** preparatory process, thereby contributing towards strengthening engagement and commitment to accelerate and scale up food systems development at global, regional and national levels. The “Groundswell” campaign will be a direct contribution to the Summit, while the tools developed through the JP will build the collection of food-systems tools being identified to feed into the Food Systems Summit discussions.

The **UN Global Sustainable Development Report 2019**¹⁷ suggests six entry points and four levers for transformation for sustainable development. The JP will primarily contribute to “food systems and nutrition patterns” (entry point 3) and “governance” (lever 1), while secondarily benefiting “urban and peri-urban development” (entry point 5) and “Individual and collective action” (lever3).

Inter-agency Approach

The JP will draw from the different but complementary areas of expertise, tools, approaches, experience and partnership networks of the four participating UN agencies to promote effective positive change towards transforming the agricultural and food system in a holistic way. The added value from each of the participating agencies is described below:

FAO is the United Nations specialized agency in food and agriculture, whose global goals are: eradication of hunger, food insecurity and malnutrition; elimination of poverty and the driving forward of economic and social progress for all, with increased food production, enhanced rural development and sustainable livelihoods; and sustainable management and utilization of natural resources, including land, water, air, climate and genetic resources for the benefit of present and future generations. FAO’s Strategic Framework and Medium-Term Plan (2018-21) clearly highlights the development of agricultural and food systems as an emerging trend and challenge to be addressed. FAO has a long track record of experience in strengthening national capacities, providing practical guidance and tools, institutional strengthening and learning support, and facilitating policy dialogue. More specifically to the context of the proposed JP, FAO will leverage on its experience in providing technical support in the areas of agricultural and food systems, nutrition, agri-business, value chain development, enabling environments and investments for food systems development, food loss and waste (FLW) reduction, and urban food systems.

UNEP is the leading global environmental authority that sets the global environmental agenda, promotes the coherent implementation of the environmental dimension of

¹⁷ <https://www.un.org/development/desa/publications/global-sustainable-development-report-2019.html>



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sustainable development within the United Nations system, and serves as an authoritative advocate for the global environment. In an increasingly urbanized world, UNEP promotes both national and urban food systems transformation through inclusive multi-stakeholder governance and integrated policies, circularity in food, sustainable diets and behavior change, including food loss and waste reduction. Together with FAO, UNEP is the custodian agency of the 12.3 SDG indicator on food loss and waste, has since 2014 implemented its Guidance Document for National and Local Food Waste Prevention Programmes, and is currently developing the Food Waste Index Report. UNEP led the development of the Collaborative Framework for Food Systems Transformation, a food policy and governance guideline adopted as a core tool of the One Planet Network SFS Programme. Within the SFS Programme, UNEP facilitates a Community of Practice on Food Systems Approach on the Ground that gathers different organizations to jointly advocate on food systems approach and implement activities at global, regional and national/city level.

UNDP's Strategic Plan is designed to help countries to eradicate poverty, reduce inequalities, and accelerate progress on the Sustainable Development Goals. UNDP partners with people at all levels of society to help build nations that can withstand crises, and drive and sustain the kind of growth that improves the quality of life for everyone. On the ground in some 177 countries and territories, UNDP offers a global perspective and local insight to help empower lives and build resilient nations. UNDP, building on its experience and portfolio, has for the first time consolidated its Food and Agricultural Commodity Systems (FACS) support and vision into a strategy to enhance its support to transform FACS. In addition, UNDP is deepening its practice of multistakeholder collaboration for systemic change, building on its tried and tested multistakeholder commodity platform methodology. With this strategy, technical expertise and large portfolio of existing projects and programmes on FACS, UNDP will bring its new thinking and approaches to systemic change to this project, for food system transformation.

UNWTO is a United Nations specialized agency and the leading international organization promoting the development of responsible, sustainable and universally accessible tourism. It serves as a global forum for tourism policy issues and as a practical source of tourism knowhow. Its membership includes 159 countries, 6 territories, 2 permanent observers and over 500 Affiliate Members from the private sector and academia. UNWTO has been leading the One Planet Sustainable Tourism Programme since November 2014 with the overall objective to enhance the sustainable development impacts of the tourism sector by 2030, by developing, promoting and scaling up sustainable consumption and production practices that boost the efficient use of natural resources while producing less waste and addressing the challenges of climate change and biodiversity. The programme functions as a multi-stakeholder partnership and has articulated its strategy for the period 2020 - 2022 around three pillars, namely climate change, food loss and waste reduction and plastic pollution reduction.

Through the PUNO regional or national offices, the JP will interact with the **UN resident coordinators and UN country teams (UNCT)** in Brazil and Uganda to align the project's approach with that defined by the country United Nations Sustainable Development Coordination Framework and to share knowledge with other UNCT members. The global tools developed by the JP will be made available to the UN coordinators and UNCTs globally.

In Uganda and Brazil, the JP will leverage synergies across the PUNOs under the overall leadership of the UN Resident Coordinator and the UNCT, as well as ensure maximum alignment with and contribution to the new UN Sustainable Development Cooperation Framework being developed. The JP is aligned with the existing UN Development Assistance



Framework 2016-2020 and especially its Strategic Intent 3 on Sustainable and Inclusive Economic Development.

The JP will leverage in particular FAO and UNDP's country programmes which cut across a wide range of topics related to sustainable food systems development, and include existing collaboration between the two agencies on a GEF-6 Resilient Food Systems programme, as well as on Scaling-up Climate Ambitions on Land Use and Agriculture through Nationally Determined Contributions and National Adaptation Plans (SCALA).

In terms of **climate change**, the JP contributes to global and local efforts to mitigate and adapt to climate change, through its efforts to promote, develop capacities in, and advocate for sustainable consumption and production policies, approaches and practices, including the reduction of food waste.

2.2 Theory of Change

The theory of change of the JP is follows:

Tools will be developed to: promote systems thinking in agrifood policy making and strategy design and implementation; foster multi-stakeholder collective visioning and solution co-creation; coherence across policy areas; allow sufficient dialogue and collaboration across levels of government, sectors and food system actors (for example for the tourism sector, integrating food into tourism policies); and, for the tourism sector, provide recommendations for sustainable procurement and a roadmap on reducing FLW.

The JP will also raise awareness on the part of policy makers about the importance of adopting a food systems approach, and they will receive training to develop their capacities to apply the above-mentioned tools and approaches to develop coherent policies and foster coordination across policy areas and levels of government.

These policy makers will be better able to develop adequate policies that take the food systems approach, building on information about the existing landscape of policies, measures and actors that affect food systems at national and sub-national level, and complemented by adequate partnership and multi-stakeholder collaboration mechanisms. Such an adequate policy framework would in turn provide the conditions for various actors in the food system, for example, food supply chain actors, tourism businesses, retailers and food service providers, to adopt sustainable practices. However, these actors need to be made aware about, and their capacities have to be strengthened to adopt, these practices, for example to reduce food waste and promote healthy and sustainable diets. Awareness-raising efforts will also be directed at investors who can play a critical role in directing their resources to more sustainable practices.

In all, these actions are expected to promote the development of more sustainable, resilient and inclusive food systems at national and municipal levels in Uganda and at municipal level in Rio de Janeiro, Brazil.

The long-term impact of these actions is to strengthen food and nutrition security, provide employment opportunities in ways that foster sustainable use of natural resources and environmentally friendly approaches.

The tools and approaches developed by the JP, and the capacity building, awareness-raising and behaviour-change materials will be available for use at global level.



2.3 Expected results by outcome and outputs

Overall Outcome: Coherent policies and strengthened human capacities for sustainable, resilient and inclusive food systems development at national and municipal levels.

Expected Impact: Enhanced food and nutrition security and opportunities for income generation and decent employment (including of youth and women) through resilient and inclusive food systems development and change, relying on sustainable use of natural resources and environmentally friendly approaches.

Output 1: Tools and Approaches for food systems development

- **Activity 1.1: Global tools and approach for sustainable food management in the tourism sector**

The JP will develop global tools/approach to advance the contribution of the tourism sector to SFS which will serve as global reference for the scaling up of sustainable food management in the tourism sector, including the reduction of food waste. The tools/approach will be complementary to the multi-stakeholder collaboration tools/approach for food systems development and policies as well as to the global behavioural change campaign. Their development will be led by UNWTO and include technical inputs from key stakeholders in the One Planet Sustainable Tourism Programme as well as FAO, UNEP and UNDP. The tool will comprise three parts.

- i. Policy recommendations for the integration of sustainable food management in tourism policies. Building on the “Baseline report on the integration of SCP in tourism policies” (that was developed by UNWTO and UNEP), the project will review the integration of sustainable food management in tourism policies and develop policy recommendations to promote sustainable food management as an essential part of tourism planning and to enhance coherence with agricultural and other relevant policy areas – given the importance of rural and farm-to-table experiences in tourism. The recommendations will also promote multi-stakeholder collaboration for the effective design and implementation of tourism policies, while supporting food as a priority in national planning and therefore complement Activity 1.2. and 2.3.
- ii. Procurement recommendations for circular food value chains in the tourism sector. Building on the [“Transforming tourism through sustainable procurement”](#) report (that was developed by UNEP with the support of the French government), the project will develop procurement recommendations to improve the circularity of food value chains in the tourism sector as a continuation of the research on sustainable procurement and include case studies. The recommendations will address issues related to hygiene and sustainability in the context of the COVID-19 recovery. The recommendations will also promote the creation of linkages with sustainable producers and therefore complement Activity 2.2.
- iii. Roadmap on FLW in tourism. The roadmap will identify a clear trajectory for the tourism sector to implement SDG Target 12.3. and prioritize the most impactful actions to address FLW across tourism value chains. The roadmap will take into account geographical specificities, define annual milestones and integrate strategic approaches such as sustainable procurement and sustainable diets. The roadmap represents the



backbone of the Global Tourism Food Waste Initiative, which has potential to support the responsible recovery of the tourism sector from COVID-19 and at the same time will offer a platform for precompetitive multi-stakeholder collaboration which complements Activities 2.2. and 4.3.

- **Activity 1.2: Multi-stakeholder collaboration tools and approaches for food systems development and change**

FAO, UNDP and UNEP will collaboratively develop a tool for multi-stakeholder collaboration and systems change that builds on:

- i. FAO's approach for multi-sectoral public-private collaboration for sustainable agri-food sector strategy design and implementation, which uses and promotes multi-stakeholder processes while providing insights and lessons on how to place sustainability at the core of the food system.
- ii. UNDP's Platform Methodology and Multi-stakeholder Collaboration for Systemic Change (MSCSC) framework for bringing about systems change in commodity sectors through multi-stakeholder collaboration.
- iii. 3. UNEP's Collaborative Framework (CF) for Food Systems Transformation that recommends key activities across the food system for accelerating the transition to sustainable food systems with a focus on innovative governance and policymaking processes.

This tool/approach will promote systems thinking in agri-food sector policy making and strategy design and implementation, foster multistakeholder (across the entire value chain)/collective visioning and solution co-creation, as well as collaborative action. The multistakeholder process by its nature will facilitate the identification, management and minimization of tradeoffs in the triple bottom line of sustainability including nutrition. The tool/approach will provide guidance on how to understand national and/or sub-national food systems, how to stimulate and foster systemic transformations through processes and best practices that build effective multi-stakeholder collaboration, and how to embed sustainable food system concepts into public and private sectors agenda. Finally, it will be flexible and allow for reiteration as learning on food systems change and development evolves.

This tool/approach development process will benefit from parallel efforts led by UNDP with contributions from FAO and UNEP on a co-inquiry process to identify the key drivers and levers of successful multi-stakeholder collaboration processes for system transformation, as well as work on developing tools for measuring system change.

This tool/approach will be applied in Uganda and refined as a result of the learning from its application. It will then constitute a public good deliverable that can be used in any country, globally.



Output 2: Enhancing policy coherence and multi-stakeholder and sectoral actions to promote sustainable food consumption and production patterns at national and sub-national levels (in Uganda, and Brazil at urban level)

- **Activity 2.1: Assessment studies for the development of collaborative actions plans and partnerships in Uganda and Brazil (Rio de Janeiro)**

It will be difficult to create any change within a food system without understanding the point of departure (i.e., the present state of the food system). Therefore, this activity will consist of assessment studies to understand the existing landscape of policies, measures and actors affecting the food systems in Uganda and in Rio de Janeiro, Brazil, and contribute to Activity 2.2 (establishment of partnerships, action plans, and mechanisms). It will take into consideration previous assessments conducted by local partners in those countries and embed in them a food systems lens. In Uganda, UNEP and FAO will collaborate to undertake a national-level assessment that also covers key sub-national contexts (e.g. city of Kampala, and other cities in the central region), given that cities are key drivers of food systems transformation today, and that vertical integration between levels of governments is needed to achieve positive changes. This assessment will provide the basis for the discussions and solutions that will be facilitated through a multi-stakeholder mechanism in Uganda, with a view to formulate a multi-stakeholder collaborative Action Plan for Sustainable and Healthy Food Systems (or similar framework) in Uganda, which will contribute to overcoming the existing policy fragmentation in the country.

In Brazil, the scoping assessment will focus on the city of Rio de Janeiro, and will give special emphasis in understanding the main drivers of sustainable food consumption. The assessments will be based on the FAO Urban Food Systems tools and the UNEP/SFS programme Collaborative Framework for Food Systems Transformation. The urban food systems analysis provides a foundation for the development of a Sustainable Food City Partnership in Rio de Janeiro.

- **Activity 2.2: Establishing partnerships and multi-stakeholder collaboration mechanisms in Uganda and Brazil (Rio de Janeiro)**

In Uganda, the JP will establish a multi-stakeholder collaboration mechanism, including both national and sub-national actors, across the entire value chain from producers to consumers, to discuss food systems issues in a holistic way and build a vision towards sustainable food systems, as well as to agree on collaborative actions to be taken towards sustainable and healthy food systems (this could be in the form of an action plan or other frameworks to be determined as part of the process). This activity will build on the work of members of the SFS programme, such as Hivos and Rikolto, on promoting food systems governance roundtables or food labs in Uganda. These efforts will be based on the Uganda food systems assessment study conducted under Activity 2.1, and the application of the food systems tool/approach developed under Activity 1.2. They will benefit policy coherence and inclusive policy-making processes.

In Rio de Janeiro, the JP will develop a Sustainable Food City Partnership, a multi-stakeholder food governance mechanism that can act as a consultative forum to advise local governments on food systems planning and actions, including the promotion of healthy, sustainable diets, the improvement of the food retail environment and the reduction of food waste. The stakeholder and food environment mapping in Activity 1.2 will inform its development, and its first outcome will be a city level strategy for sustainable food consumption. Connections to the Milan Urban Food Policy Pact and C40 Good Food Cities will



be made to support scaling of new knowledge and successful approaches. In support of Activity 4.2, there will be a special focus on schools as intervention points.

- **Activity 2.3: Technical support in Uganda to embed a systems approach into sectoral policies**

This activity will connect with the knowledge, tools/approaches, and actions implemented under Activities 1.2, 2.2, and 3.1, and will contribute to the JP's efforts to break silos among food-related policy areas. It will consist of providing recommendations to Ugandan government officers and stakeholders on how to embed a systems approach into sectoral or commodity-based policies, since those policies often lack the consideration of sustainable food consumption and nutrition issues, as well as overlook unsustainable dynamics along the entire food supply chain. The national rice strategy in Uganda, whose formulation is due to start soon, has been identified as a possible area to apply this support. Using the rice sector as an example, the JP expects to also contribute to a more system-based approach of the Agriculture Sector Strategic Plan in Uganda, within which these commodity strategies are created.

This activity will be facilitated by FAO and UNEP, in collaboration with UNDP, through the existing work of the Community of Practice on Food Systems Approach on the Ground (CoP-FSAG) of the One Planet Network SFS programme, which is being facilitated by UNEP and which has members present in Uganda and implementing actions around food systems policies change (Biodiversity Alliance-CIAT, Hivos, and Rikolto). The work will comprise facilitation of CoP-FSAG meetings, articulation with Ugandan actors, and preparation of technical inputs, including policy briefs, to raise awareness of the government and other actors on food systems approach.

Output 3: Strengthening of capacities of food systems actors in sustainable approaches

- **Activity 3.1: Capacity development on food systems approach to policies and interventions**

This activity will consist of developing technical materials for training policy makers and other stakeholders on the application of the food systems approach when designing food-related policies and interventions, while also explaining the role that each actor plays in the food systems transformation. The materials will be used in Uganda for training through workshops, webinars, and organization of sessions in events, and attention will be given to ensuring that consideration is given to gender when identifying trainees. This activity will be undertaken in partnership with and building on the work of members of the OPN SFS Programme in Uganda, through the COP-FSAG (mentioned above), and implemented by FAO, UNEP and UNDP, the latter focusing on capacity building in relation to collaboration processes. It will build on the food systems tool/approaches developed under activity 1.2.

- **Activity 3.2: Capacity development on urban and peri-urban linkages for sustainable food systems and nutrition**

As part of the efforts to train Ugandan food systems actors and stakeholders on the food systems approach (Activity 3.1), FAO, in collaboration with UNEP, will provide training on urban and peri-urban linkages. In an increasingly urbanized world, a critical food systems issue concerns the production and supply of sustainable and healthy food to urban inhabitants and building cities' resilience to climate and future disease outbreak. This challenge is also present in urban areas in Uganda, especially in Kampala, which



experienced food disruption during the covid-19 crises. In response, catalyzing urban and peri-urban rural linkages can make a contribution to address these environmental, health and diet-related issues, by strengthening linkages between people growing and consuming food, fostering production of nutritious food by farmers and supporting their access to local markets. Consideration will be given to gender when identifying trainees.

- **Activity 3.3: Capacity development for food and hospitality businesses on sustainable food management**

This activity will involve: the preparation of a capacity building video targeting food and hospitality businesses (notably kitchen staff) to promote sustainable food management and diets; and the compilation of case studies to support changes in practices and build the business case for transformation of food value chains in tourism.

These materials as well as the rest of tools (i.e. policy recommendations, procurement guidelines, roadmap on FLW for the tourism sector) will be disseminated through a series of webinars and online trainings targeting a global audience through the One Planet Sustainable Tourism Programme and including special targeted online sessions for the project partners in Brazil and Uganda. The methodology of online trainings will leverage on the new trends developed in the context of COVID-19 and maximize the possibilities for the effective implementation of these activities. Trainings will be complementary to Activities 3.1. and 3.2.

Output 4 Awareness and behavioural change catalyzed for sustainable food systems

- **Activity 4.1. Global behavioural change campaign targeting governments, investors, small scale value chain actors and consumers – “Groundswell”**

Directly building on ongoing UNDP-UNEP-FAO collaboration frameworks, and as a direct contribution to the UN Food System Summit, the advocacy campaign “Groundswell” will aim to raise awareness and mobilize a widespread shift towards expanding sustainable agriculture practices (agroecology, agroforestry, traditional nature based practices, etc.), significantly contributing to achievement of multiple Sustainable Development Goals (SDGs 3, 4, 5, 6, 7, 8, 10, 11, 12, 14 and 15). A team of innovative advocacy and communication specialists will be engaged with cutting edge approaches and technologies to design a new generation non-UN like campaign for change informed by behavioural science. The campaign will be informed and implemented through a co-creation process with One Planet network members. The campaign will further draw from “influencing” strategies that have evidence and lessons learnt such as those employed by Better Nature and others. This will lead to identification of keystone actors, leverage points and catalytic actions that can effectively mobilize greater awareness, knowledge and demand to result in improved policies, incentives and engagement of people for sustainable production and consumption.

The campaign will be designed and implemented with technical inputs from UNDP, FAO, UNEP, and UNWTO. It will draw on the other sub-components of this proposal, including behavioral research being conducted in Brazil, food systems analysis in Uganda and awareness raising materials for tourism stakeholders. The campaign will identify catalytic opportunities to engage with and influence decision-makers, broader interests that influence behaviour and motivating factors for individuals and institutions to champion change and result in defining clear pathways for delivering a shift within governments, investors, small value chain actors, consumers and the tourism sector for SFS.



- **Activity 4.2 Behaviour Change at City Level**

With the entry points of schools, behaviour change interventions will be developed, tested and evaluated in Rio de Janeiro, with the objective of reducing food waste and promoting healthy and sustainable diets. This activity will be informed by the scoping assessment (Activity 2.1), providing the food policy context and illuminating the food environments in which behaviour change for sustainable food consumption can be affected. With regards to schools, the food retail environment in the area surrounding the schools will be analyzed and recommendations will be provided in terms of food planning (e.g. specific ordinance, incentive mechanisms) and actions. The evidence generated by this new research will contribute to the development of communications tools for schools, and feed back to local policymakers through the Sustainable Food City multi-stakeholders Partnership.

- **Activity 4.3. Sustainable Food City Partnership launch and public engagement event in Brazil**

The Sustainable Food City Partnership will be launched at a public engagement event mobilizing a full range of high level stakeholders from city government, tourism, retail, and the chef and influencer community, with the objective of catalyzing public interest in food waste prevention and healthy, sustainable diets and conveying concrete, easy to action messages on sustainable food behaviours. This event may be linked to International Day of Awareness on Food Loss and Waste, 2021.

- **Activity 4.4. Awareness raising materials on sustainable food management**

This activity will involve the preparation of awareness raising materials targeting policy makers, businesses and tourists on the importance of the sustainable management of food and its relevance for sustainable food systems as well as for a responsible recovery from COVID-19 crisis. Awareness raising materials will be complementary to Activity 4.3.

Gender: The JP's gender marker code is assessed as 1, i.e. gender is partially mainstreamed and is reflected in JP's context, implementation and logframe. In particular, attention will be given to gender when identifying beneficiaries to be trained on the food systems approach, urban and peri-urban agriculture, and sustainable food management in the tourism sector, as well those to be targeted for the behaviour change events.

3. Programme implementation

3.1 Governance and implementation arrangements

The following management structure has been designed to be effective yet simple, and it includes the following roles: a Programme Coordinator and a Steering Committee, all responsible for the project execution, and an Advisory Board providing guidance and support.

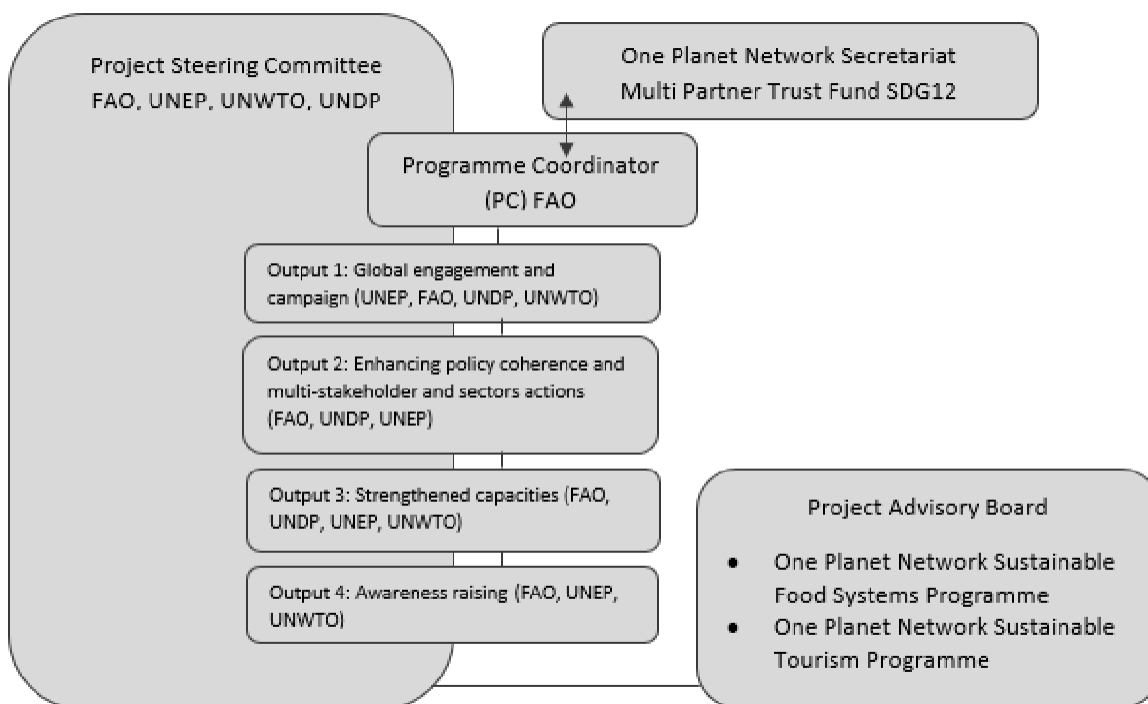


Figure 1. Governance structure

3.1.1 Decision-making procedures:

The contractual documents binding the PUNOs are in decreasing order of precedence:

- MPTF Grant Agreement;
- Minuted decisions of the Steering Committee;

3.1.2. Description of management roles

Programme Steering Committee (SC)– The SC is composed of PUNOs, each having an equal vote. Other persons may be invited to attend SC meetings without having a voting right. The SC will be chaired by the Programme Coordinator (PC), who is the Convening Agency. The SC will take executive decisions relating to the project execution according to the Description of Work and decide on updated implementation strategies to achieve the project’s objectives. The SC will perform coordination and integration between PUNOs, control the quality of results and decide on risk mitigation and contingency measures, when necessary. Based on the outcomes of internal quality assurance reported by the PC, the SC will decide on submission of due deliverables to the OPN Secretariat.

Programme Coordinator (PC) - FAO will act as the Programme Coordinator and as such, will act as the interface between the PUNOs and the OPN Secretariat and the SFS Programme.

Based on information from the PUNOs, the PC will edit an overall Yearly Progress Report to the OPN, reporting the technical status of the programme. The PC will inform the OPN about any risks, problems and changes of key personnel.



The PC with support from the PUNOs will be responsible for putting together a yearly work plan, and ensure seamless integration between the PUNOs. Permanent progress monitoring, including alignment with the ethical and gender principles established by the joint programme, will help to detect any delay in time or any other failure and will allow immediate intervention.

PUNOs – They are responsible for the day-to-day implementation of the work assigned to them under each Output. Their obligations are as follows:

- Participate in joint planning.
- Ensure the quality of their deliverables and submit them in due time to the PC.
- Technical responsibility over their activities.
- Keep the SC and the PC regularly informed about their technical results as well as any risks and problems that might arise.
- Participate in ad hoc meetings within other PUNOs
- Be responsible for the management of the funds assigned to implement activities and undertake financial reporting through an online system of the MPTF office – Administrative Agent of the Fund.

Advisory Board (AB) - Formed by external experts from the SFS programme and OPN, representing the following sectors: policy makers, experts and practitioners in the field of sustainable consumption and production, sustainable food systems, urban food systems. The AB will participate in meetings and activities organized by the PUNOs. They will be also requested to peer review some of the project's results and to provide guidance.

Working procedures:

Internal communication - All PUNOs will have access to the project documents and regular and transparent communication will be arranged to ensure effective cooperation across all Outputs. An internal web-based collaboration platform (one drive-based) will be established to enable easy project communication and document sharing between the partners and to ensure that every participant is always informed about progress, updates, project related events and relevant matters. The PC will provide practical guidelines for communication, reporting, quality assurance, etc.

Quality assurance (QA) - The quality of reports, deliverables and overall project results will be assured through a quality control process, managed by the PC, who may ask advice from other partners or from the Advisory Board. Based on the internal QA, the PC will make recommendations to the SC regarding submissions to the OPN.

3.2 Monitoring, reporting, and evaluation

Reporting on the SDG 12 Fund will be results-oriented, and evidence based. Each PUNO will provide the Convening Agent with the following narrative reports prepared in accordance with instructions and templates developed by the SDG 12 Fund Secretariat:

- *Annual narrative progress reports*, to be provided no later than three (3) month (31 March) after the end of the calendar year and must follow the template for narrative reporting provided by the Fund Secretariat.



- *Final consolidated narrative report*, after the completion of the joint programme, to be provided no later than four (4) months (30th April) after the operational closure of the activities of the joint programme.

The Convening Agent will compile the narrative reports of PUNOs and submit a consolidated report to the SDG 12 Fund Secretariat.

PUNOs will be required to include information on complementary funding received from other sources (both UN cost sharing, and external sources of funding) for the activities supported by the Fund, if applicable.

PUNOs at Headquarters level shall provide the Administrative Agent with the following statements and reports prepared in accordance with its accounting and reporting procedures, consolidate the financial reports, as follows:

- Annual financial reports as of 31st December each year with respect to the funds disbursed to it from the SDG 12 Fund Account, to be provided no later than four (4) months (30th April) after the end of the applicable reporting period; and
- A final financial report, after the completion of the activities financed by the Joint SDG Fund and including the final year of the activities, to be provided no later than 30 April of the year following the operational closing of the project activities.
- PUNOs can make variations of not exceeding 20 per cent on any total of each budget category provided that the total budget allocated is not exceeded. Any variations exceeding 20 per cent on any budget category that may be necessary for the proper and successful implementation of the Project shall be subject to prior consultations with and approval by the Steering Committee.
- If applicable, In-kind and co-financing contributions of each PUNO to the joint programme should also be included in the financial reporting.

In addition, regular updates on programme delivery might need to be provided, per request of the Fund Secretariat or Steering Committee.

3.3 Accountability, financial management, and public disclosure

The Joint Programme will be using a pass-through fund management modality where UNDP Multi-Partner Trust Fund Office will act as the Administrative Agent (AA) under which the funds will be channeled for the Joint Programme through the AA. Each Participating UN Organization receiving funds through the pass-through has signed a standard Memorandum of Understanding with the AA.

Each Participating UN Organization (PUNO) shall assume full programmatic and financial accountability for the funds disbursed to it by the Administrative Agent of the SDG 12 Fund (Multi-Partner Trust Fund Office). Such funds will be administered by each UN Agency, Fund, and Programme in accordance with its own regulations, rules, directives and procedures. Each PUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent.

Indirect costs of the Participating Organizations recovered through programme support costs will be 7%. All other costs incurred by each PUNO in carrying out the activities for which it is responsible under the Fund will be recovered as direct costs.



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Funding by the SDG 12 Fund will be provided on an annual basis, upon successful performance of the joint programme.

Procedures on financial transfers, extensions, financial and operational closure, and related administrative issues are stipulated in the Terms of Reference of the SDG 12 Fund.

Each PUNO will take appropriate measures to publicize the One Planet Multi-Partner Trust Fund for SDG 12 and give due credit to the other PUNOs. All related publicity material, official notices, reports and publications, provided to the press or Fund beneficiaries, will acknowledge the role of Governments, donors, PUNOs, the Administrative Agent, and any other relevant entities. In particular, the Administrative Agent will include and ensure due recognition of the role of each Participating Organization and partners in all external communications related to the SDG 12 Fund.

C. ANNEXES of the Joint Programme template

Annex 1. Results Framework

SIMPLIFIED VERSION OF THE EXCEL FRAMEWORK - ADD ROWS AS NEEDED.

Result / Indicators	Baseline	2020 Target	2021 Target	2022 Target	Means of Verification	Responsible partner
Overall Outcome: Coherent, supportive and enabling policies, strengthened capacities and raised awareness of public and private sector actors to support sustainable, resilient and inclusive food systems development and change						
Outcome indicator (1) Progress towards SDG indicator 12.1.1 - Number of countries with sustainable consumption and production (SCP) national action plans or SCP mainstreamed as a priority or a target into national policies (2) Progress towards SDG indicator 12.3.1a Food Loss Index	(1) 0 (2) 14%	(1) No change (2) No change	(1) No change (2) No change	(1) 1 country (2) 13%	(1) Progress report on SDG 12 and indicator 12.1.1 (2) Progress report on SDG 12 and indicator 12.3.1a	all 4 partners
Output 1: Tools and approaches for food systems development						
Number of tools/approaches for fostering sustainable food management in tourism, including food loss and waste reduction developed and refined	0	No change	1 tool/approach developed and refined		Tool/approach document	UNWTO
Number of tools/approaches for fostering multi-stakeholder collaboration for food systems transformation developed and refined	0	No change	1 hybrid tool/approach developed and refined		Tool/approach document	UNDP, FAO, UNEP



Output 2: Enhanced policy coherence and multi-stakeholder and sectoral actions to promote sustainable food consumption and production patterns at national and sub-national levels (in Uganda, and Brazil at urban level)

Number of multi-stakeholder meetings or workshops promoted by the project in Uganda and Brazil	0	1	4	1	Minutes of meetings, list of participants	UNDP, FAO and UNEP
Multi-actor vision/action plan (or similar framework) for food systems transformation in Uganda	0	No change	1		technical documents, minutes of multi-stakeholder meetings	UNDP, FAO and UNEP
Sustainable Food City Partnership and strategy	0	No change	1			UNEP
Systemic solutions created and applied to food policies in Uganda	0	1	3		research documents, policy briefs, and governmental official documents	UNEP, FAO and UNDP

Output 3: Strengthened capacities of food systems actors in sustainable approaches

(1) Number of capacity building activities for food systems development (2) Number of beneficiaries trained on the food systems approach, urban and peri-urban agriculture, and sustainable food management in the tourism sector, disaggregated by gender	(1) 0 (2) 0		(1) target: 4 (2) 200 trainees of which 25% are women	Target: 1	agenda of workshops and events, and technical materials	FAO, UNEP, UNDP and UNWTO
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Output 4: Awareness and behavioural change catalysed for sustainable food systems

No. of people engaged in online campaign "Groundswell"	0	500	50,000 of which 50% are women	100,000 of which 50% are women	Progress reports Social media impressions and reach	UNDP
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Behaviour change intervention tested	0			1		FAO
(1) Awareness-raising event delivered (2) Number of participants, disaggregated by gender	(1) 0 (2) 0	(1) 1 (2) 200 participants, of which at least 25% are women				FAO

Annex 2. Budget and Work Plan

2.1 Budget per UNSDG categories

UNDG BUDGET CATEGORIES	UNDP		UNEP		UNFAO		UNWTO		TOTAL	
	SDG 12 Fund (USD)	PUNO Contribution (USD)	SDG 12 Fund (USD)	PUNO Contribution (USD)	SDG 12 Fund (USD)	PUNO Contribution (USD)	SDG 12 Fund (USD)	PUNO Contribution (USD)	SDG 12 Fund (USD)	PUNO Contribution (USD)
1. Staff and other personnel	0	15,000	107,700	31,000	41,888	34,000	0	15,000	170,700	95,000
2. Supplies, Commodities, Materials	0		0		1,760		0		0	
3. Equipment, Vehicles, and Furniture (including Depreciation)	0		0		0		0		0	
4. Contractual services	105,698		0		0		107,390		256,910	
5.Travel	8,000		9,122		10,132		6,000		33,122	
6. Transfers and Grants to Counterparts	0		0		30,896		0		0	
7. General Operating and other Direct Costs	3,124		0		32,146		3,432		6,556	
Total Direct Costs	116,822		116,822		116,822		116,822		467,288	
8. Indirect Support Costs (Max. 7%)	8,178		8,178		8,178		8,178		32,712	
TOTAL Costs	125,000		125,000		125,000		125,000		500,000	-
1st year	100,000		100,000		95,000		100,000		395,000	0
2nd year	25,000		25,000		30,000		25,000		105,000	0



2.2 Work plan

		Year 1				Year 2			
Output 1: Tools and Approaches for food systems development	Activity 1.1: Global tools and approach for sustainable food management in the tourism sector.								
	Activity 1.2: Multi-stakeholder collaboration tools and approaches for food systems development and change								
Output 2: Enhancing policy coherence and multi-stakeholder and sectoral actions	Activity 2.1: Assessment studies for the development of collaborative actions plans and partnerships.								
	Activity 2.2: Establishing partnerships and multi-stakeholder collaboration mechanisms.								
	Activity 2.3: Technical support in Uganda to embed a systems approach into sectoral policies..								
Output 3: Strengthening of capacities of food systems actors in sustainable approaches	Activity 3.1: Capacity development on food systems approach to policies and interventions.								
	Activity 3.2: Capacity development on urban and peri-urban linkages for sustainable food systems and nutrition.								
	Activity 3.3: Capacity development for food and hospitality businesses on sustainable food management.								
Output 4 Awareness-raising and behavioural change for sustainable food systems	Activity 4.1. Global behavioural change campaign targeting governments, investors, small scale value chain actors and consumers – “Groundswell”.								
	Activity 4.2 Behaviour Change at City Level.								
	Activity 4.3. Sustainable Food City Partnership launch and public engagement event in Brazil.								
	Activity 4.4. Awareness raising materials on sustainable food management.								

Annex 3. Risk Management Plan

The main potential risks that face the JP are:

- contextual risks related to the COVID-19 crisis and the post-COVID recession
- programmatic risks related to lack of stakeholder buy-in
- institutional risks of national and sub-national governments not prioritizing food systems development
- fiduciary risks of service providers not using funds for their intended purpose or delivering value for money

For each of these potential risks, mitigation factors have been incorporated into the JP design as indicated in matrix table below:

Risks	Risk Level: (Likelihood x Impact)	Likelihood: Certain - 5 Likely - 4 Possible - 3 Unlikely - 2 Rare - 1	Impact: Essential - 5 Major - 4 Moderate - 3 Minor - 2 Insignificant - 1	Mitigating measures	Responsible Org./Person
Contextual risks					
Risk of COVID continuing to restrict face to face meetings, delaying multi-stakeholder processes and affecting capacity buildings.	12	3	4	Not planning any convening before 2021. Reassessing COVID impact at the end of 2020 and decide best timing for convening processes. Preparing a plan B for multi-stakeholder and training processes, allowing for them to happen remotely through video conferencing platforms, etc.	all partners
Risk of the deemphasis of sustainability priorities as a result of economic and unemployment pressures caused by post COVID economic crisis	9	3	3	Building the business case for sustainability and nutrition as pillars of resilience against future disruptions.	all partners
Risk of post COVID economic crisis affecting capacity of tourism sector to integrate sustainable food management including food waste	9	3	3	Building the case for cost-efficiency of sustainable food management, including food waste reduction operations in order to encourage management of	UNWTO



				tourism companies that such measures present strong potential of reduction of costs while contributing to the sustainable development of destinations (local procurement)	
Programmatic risks					
Risk of lack of stakeholder buy-in to commit to a true collaborative process for food system transformation. Responsible	15	3	5	Engaging skilled facilitators for stakeholder engagement and supporting the collaborative process. Compelling messaging and strategies to be utilized by Groundswell campaign to engage people	FAO UNDP, UNEP
Institutional risks					
Risk of national or local government not prioritising sustainable food systems, or one element, such as sustainable diets	9	3	3	Team has existing relationships with pilot governments identified, where they have previously collaborated or planned to collaborate on topics in question. One aspect, such as food waste reduction, can be advanced, if engagement on specific issues such as sustainable diets are de-prioritised.	FAO, UNEP and UNDP
Fiduciary risks					
Risk that service providers do not use funds for their intended purpose	4	2	2	Using well-known providers Close monitoring of activities	FAO, UNDP, UNEP, UNWTO
Risk that there is no value for money in the services provided by service providers	4	2	2	Using well-known providers Close monitoring of activities	FAO, UNDP, UNEP, UNWTO



Likelihood	Occurrence	Frequency
Very Likely	The event is expected to occur in most circumstances	Twice a month or more frequently
Likely	The event will probably occur in most circumstances	Once every two months or more frequently
Possibly	The event might occur at some time	Once a year or more frequently
Unlikely	The event could occur at some time	Once every three years or more frequently
Rare	The event may occur in exceptional circumstances	Once every seven years or more frequently

Consequence	Result
Extreme	An event leading to massive or irreparable damage or disruption
Major	An event leading to critical damage or disruption
Moderate	An event leading to serious damage or disruption
Minor	An event leading to some degree of damage or disruption
Insignificant	An event leading to limited damage or disruption

Level of risk	Result
Very High	Immediate action required by executive management. Mitigation activities/treatment options are mandatory to reduce likelihood and/or consequence. Risk cannot be accepted unless this occurs.
High	Immediate action required by senior/ executive management. Mitigation activities/treatment options are mandatory to reduce likelihood and/or consequence. Monitoring strategy to be implemented by Risk Owner.
Medium	Senior Management attention required. Mitigation activities/ treatment options are undertaken to reduce likelihood and/or consequence. Monitoring strategy to be implemented by Risk Owner.
Low	Management attention required. Specified ownership of risk. Mitigation activities/treatment options are recommended to reduce likelihood and/or consequence. Implementation of monitoring strategy by risk owner is recommended.

	Consequences				
Likelihood	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Extreme (5)
Very likely (5)	Medium (5)	High (10)	High (15)	Very High (20)	Very High (25)
Likely (4)	Medium (4)	Medium (8)	High (12)	High (16)	Very High (20)
Possible (3)	Low (3)	Medium (6)	High (9)	High (12)	High (15)
Unlikely (2)	Low (2)	Low (4)	Medium (6)	Medium (8)	High (10)
Rare (1)	Low (1)	Low (3)	Medium (3)	Medium (4)	High (5)



Annex 4. Gender marker matrix

Code	Meaning	Criteria
0	Gender-blind	Gender relevance is evident but not at all reflected in the project document.
1	Gender partially mainstreamed	Gender is reflected in the context, implementation, logframe, OR the budget
2a	Gender well mainstreamed	Gender is reflected in the context, implementation, logframe, AND the budget
2b	Targeted action on gender	<i>The principle purpose of the project is to advance gender equality.</i>
N/A	Not applicable	A gender analysis reveals that the project does not have direct interactions with and/or impacts on people, therefore, gender is considered not applicable.