



UNITED NATIONS
FOOD SYSTEMS COORDINATION HUB

Biennial Work Plan

Enabling SDGs-based food systems transformations

2022-2023



UNITED NATIONS
FOOD SYSTEMS
COORDINATION HUB

BIENNIAL WORK PLAN 2022-2023

Enabling SDGs-based food systems transformations

(July 2022)



Executive Summary

The catalytic role of sustainable food systems to achieve the SDGs is not to be overlooked, but to be urgently harnessed. These systems hold tremendous potential to leverage SDG action in three of its pillars through the following entry points:

- 🍌 **People** – “Nourishing everyone for health and wellbeing”
- 🌍 **Planet** – “Producing in harmony with nature”
- 👤 **Prosperity** – “Inclusive, transformative and equitable recovery for the 2030 Agenda”

This triple thrust to deliver on the 2030 Agenda has been the primal mission of the Food Systems Summit in 2021, which put the food systems transformations on the centre stage and built momentum to stimulate ambitious, SDG-relevant action to transform food systems by 2030.

In the face of many challenges afflicting the world, the UN convened tens of thousands of people from the local to the global level in the Food Systems Summit journey. Through their leadership, they made it a “People’s Summit”; with their proposals for action, they have made it a “Solution’s Summit” to make the transformative effects of food systems a driver for the achievement of the SDGs by 2030. Throughout this process, governments and stakeholders found new ways to work together, breathing new momentum into the diverse and rich ecosystem within the multilateral arena. With the ambition to carry this historical momentum forward, the UN Secretary-General has committed the UN system to establish a UN Food Systems Coordination Hub (hereafter ‘*the Hub*’) to support countries implementing food system transformation pathways towards the achievement of the 2030 Agenda.

The Hub does not intend to replicate existing UN functions and capacities and will not act as an implementing agency nor a gatekeeper. The Hub has a coordinating and connector role – drawing on the capacities of the UN system and leveraging the advice and expertise from a wider Ecosystem of Support. The Hub exists to serve countries by incentivizing existing institutions to deliver on their mandates in a systemic way.

Within this context, the Hub’s *vision* is to stimulate and support action for SDG-based food systems transformations towards acceleration of the 2030 Agenda. The Hub’s *mission* is to serve countries through systemic, country-driven, customized support in translating their commitments into effective actions to reach economic, social, and environmentally sustainable food systems by 2030. The Hub will act as the independent, critical nexus point within the UN system in relation to food systems and the 2030 Agenda.

The Hub will focus on leveraging the broad range of assets of the UN system – particularly within the context of the repositioning of the UN development system – and existing SDG reporting structures to demonstrate progress. The Hub will act as a coordinator and connector among diverse constituencies to support national progress on the SDGs and be responsive to country priorities.

While the Hub will facilitate the identification of support services and set up a system to coordinate support to countries, the actual implementation of these services will be done by the UN agencies supporting the Hub and other actors of the Ecosystem of Support. To this end, the Hub will cover six key functions:

1. Facilitate implementation of national pathways
2. Strengthen strategic thought leadership
3. Engage Ecosystem of Support
4. Leverage means of implementation
5. Communicate and advocate a food systems approach
6. Prepare for the 2023 Stocktaking Moment

This Work Plan is a living document and provides strategic direction for the Hub, setting out the proposed activities, deliverables, and result matrix of the abovementioned six key functions as well as the modalities to operationalize the Hub (i.e., governance, working arrangements and monitoring and evaluation) for the period 2022-2023.

This Work Plan covers the timeframe between the launch of the Hub in April 2022 until the first Stocktaking Moment on Food Systems Transformation in 2023. After the Stocktaking Moment and in further alignment with the 2030 horizon, successive multi-annual Hub Work Plans may be adopted with the vision that the Hub would no longer be needed after 2030.

Introduction

Despite global commitments, continuous efforts, and moderate progress to end world hunger by 2030, the current food systems are not able to provide adequate food for all. Exacerbated by the COVID-19 pandemic, geopolitical conflicts, the triple planetary crisis (climate, biodiversity, pollution), and economic volatility, evidence points to the unsettling fact that hunger, all forms of malnutrition, and diminishing health, poverty and social inequalities are all on the rise again across the world.

Recent research suggests that food systems also take their toll on biodiversity and the environment, with agriculture alone being the primary threat to 86% of species at risk of extinction¹ and wider food system value chains accounting for up to one third of global GHG emissions². The PCC WG2 report also highlights that “while agricultural development contributes to food security, unsustainable agricultural expansion, driven in part by unbalanced diets³, increases ecosystem and human vulnerability and leads to competition for land and/or water resources”.

In 2019, the UN High Level Political Forum on Sustainable Development’s (HLPF) first stocktaking cycle already signalled that countries must intensify their political commitments to the 2030 Agenda for Sustainable Development (hereafter ‘the 2030 Agenda’) and accelerate their efforts to make collective progress towards achieving the Sustainable Development Goals (SDGs) by 2030. These conclusions have also marked the beginning of the decisive Decade of Action towards the 2030 horizon line.

As we move further into the Decade of Action, the severe impacts of the COVID-19 pandemic have further delayed achieving meaningful progress towards the SDGs. Now, countries are at a more critical juncture than before to urgently address the bottlenecks in their SDG implementation, foster innovation for more adaptive solutions and systemic resilience, and to step up decisive action that would simultaneously benefit and enhance the futures of people, the planet and prosperity.

The transformative role of sustainable food systems as a catalyst for SDG progress is not to be overlooked, but to be promptly harnessed. These systems hold tremendous potential to leverage action in three of its pillars through the following entry points:

- 🍌 **People** – “Nourishing everyone for health and wellbeing.”
- 🌍 **Planet** – “Producing in harmony with nature.”
- 👤 **Prosperity** – “Inclusive, transformative and equitable recovery for the 2030 Agenda.”

This triple thrust to deliver on the 2030 Agenda has been the primal mission of the Food Systems Summit in 2021, which put the food systems transformation on the centre stage to reach a sustainable world for all by 2030. This unprecedented event created the necessary momentum for ambitious and SDG-relevant action to transform food systems by providing an invaluable platform to explore and tackle some of the most pressing problems that are tightly woven into the fabric of food systems.

As stipulated in the UN Secretary-General’s Chair Summary and Statement of Action, these problems range from fragile food systems and food insecurity, hunger, malnutrition, obesity, diminishing global health, social inequalities, economic volatility, and poverty to transgressing planetary boundaries through climate change, biodiversity loss and all forms of environmental pollution.

Reaching beyond the UN system and/or the implementing and donor countries, the Summit mobilized a wide range of stakeholders, constituencies, civil society organisations, non-governmental organisations, food unions and other industry actors by creating an Ecosystem of Support. Through its novel dialogue platforms, notably the

¹ www.unep.org/resources/publication/food-system-impacts-biodiversity-loss

² www.fao.org/news/story/en/item/1379373/icode/

³ www.ipcc.ch/report/sixth-assessment-report-working-group-ii/

National Food Systems Summit Dialogues and a further 1,000 independent dialogues, people around the world co-created a multitude of bottom-up ideas to inspire and inform policy makers for a transformative food system shift.

Overall, more than 50,000 people across 193 countries viewed the Summit and 37,000 registered delegates were present. Through their dedication and contribution, these participants steered the event towards becoming a “People’s Summit”.

Putting national dialogues, priorities and national pathways at its centre, the Summit enabled an unparalleled knowledge co-creation and information exchange on food systems that will continue to inform, inspire and guide local, national, and regional stakeholders to maximize synergies and minimize trade-offs in their own systems transformation journeys.

With the ambition to carry this historical momentum forward, the UN Secretary-General has committed the UN system to establish a Food Systems Coordination Hub (hereafter ‘the Hub’) to be jointly led by the Principals of FAO, WFP, IFAD, UN-DCO and the UN Task Force lead(s), with participation from the UN DSG (hereafter ‘the Oversight Steering Group’), and to work across the wider UN system and other partners, such as non-governmental organisations, civil society and businesses. Drawing further upon the Summit outcomes, the Hub’s vision will be to support countries in developing and implementing national food systems pathways.

In a complementary and non-overlapping role with the contributions of individual UN agencies and other stakeholders supporting national food systems transformations, the services of the Hub will primarily involve:

- 🕒 Support to national governments and UN Country Teams (UNCTs) to accelerate transformative action within food systems to advance progress on the SDGs.
- 🕒 Maintain, expand, and deepen the inclusivity of the global ecosystem of diverse stakeholders that are supportive of transforming food systems at all levels.
- 🕒 Sustain a consistent, compelling, and contextualized narrative around food systems transformation for the SDGs that the entire UN system, and stakeholders more broadly, can embrace and amplify.
- 🕒 Prepare a global Stocktaking Moment every two years through 2030.

The Hub will align itself with existing UN functions and capacities in its work, existing structures, and mechanisms. The Hub will focus on leveraging the broad range of assets of the UN system – particularly within the context of the repositioning of the UN development system at country level – and existing SDG reporting structures to demonstrate progress. The Hub will act as the catalyst inside the UN system in relation to food systems and the 2030 Agenda.

The Hub’s role is to continue to support food systems national dialogues and national pathways through the coordination of technical and policy support requested by countries as they formulate and implement national pathways for food systems transformation. It will stay closely connected to the broader ecosystem of actors – including coalitions and other initiatives, as well as the science ecosystem – to promote better integration of these efforts with country demand and elevate priority topics in the food systems transformation agenda for strategic thought leadership by UN agencies and leading actors within the Ecosystem of Support.

Against this backdrop, the following Biennial Hub Work Plan covers the timeframe between the launch of the Hub until the first Stocktaking Moment at the end of 2023.

Upon completing the 2023 Stocktaking Moment and in further alignment with the 2030 horizon line, a successive multi-annual Hub work plan could be adopted, with the vision that the Hub will no longer be needed after 2030 as SDGs-based food systems transformations would have been fully achieved.

Part A – The Work Plan

Vision

The Hub's vision is to stimulate and support action for SDGs-based food systems transformations towards the acceleration of the 2030 Agenda.

Mission

The Hub's mission will be to serve countries through systemic, country-driven, customized support in translating their commitments into effective actions to reach sustainable food systems by 2030, leveraging the wider UN system's capacities. To achieve this, the Hub will act as the catalyst inside the UN system in relation to food systems transformations' contribution to the 2030 Agenda. To continue promoting a strong narrative around transformative food systems, the Hub will also take on an essential coordination role to bring together, harness capacities of and ensure linkages with relevant constituencies, stakeholder groups, coalitions, and other actors of support to galvanize food systems knowledge and expertise in support of countries' action.

Design Elements of the Work Plan

The elements of this Work Plan were designed around the principles of tangibility, feasibility, transparency, accountability, impact, and inclusiveness – which will also strongly inform the Stocktaking Moment. While providing its services, the Hub will follow several performance-based and innovation-driven management principles and human rights-based approaches for highest efficiency, impact, trust and credibility, such as:

- 🍌 Work according to the three fundamental attributes for a human rights-based approach⁴
- 🍌 Lean management for efficient delivery of quality outcomes
- 🍌 Agile management for adaptability, resilience and flexibility towards the ever-changing circumstances and needs of countries
- 🍌 Accountable management for reliability, integrity, and transparency
- 🍌 Human-centred design to ensure solutions are demand-driven.

The Work Plan was developed considering the following inputs and processes:

- The UN Secretary-General's Chair Summary and Statement of Action
- Strategic guidance from the Oversight Steering Group (the Principals of FAO, WFP, IFAD, UN-DCO and the UN Task Force lead(s), with participation from the UN DSG)
- Extensive consultations with the UN agencies supporting the Hub
- A comprehensive survey of needs analysis to the Food System National Convenors that took place in January/February 2022.

⁴ https://unsdg.un.org/sites/default/files/6959-The_Human_Rights_Based_Approach_to_Development_Cooperation_Towards_a_Common_Understanding_among_UN.pdf

Strategic Outcome of the Work Plan

The Hub, leveraging the support and expertise of the wider UN system, will support countries to step up their food systems transformation for SDG progress and acceleration of the 2030 Agenda. The Hub will foster a consistent, comprehensible, and compelling SDG-related food systems narrative and cultivate an Ecosystem of Support for meaningful multi-stakeholder engagement.

Key Functions

Building on the items identified above, the Hub will perform six key functions as per the figure below:



Figure 1: Hub's Key Functions

At the centre of these six functions lies the strategic outcome of the Hub – to support countries to step up their food systems transformations for SDG progress and acceleration of the 2030 Agenda. The six key functions feed into each other and represent a theory of change for the work of the Hub. The starting point is to facilitate implementation of national pathways and other transformative actions. The Hub will strengthen strategic thought leadership to ensure that the implementation of pathways is evidence-based and supported by sound systems thinking. In parallel, the Hub (as it will coordinate and not implement) will engage an Ecosystem of Support that will provide solutions to achieve food system transformations. To ensure this action will be augmented and sustained, the Hub will leverage means of implementation with an emphasis on finance. Communication and advocacy will ensure that the momentum of the food systems change is maintained. All these key functions will seek to inspire progress and change to be showcased during the 2023 Stocktaking Moment.

The following sections provide details on the key functions together with a results matrix for each function. It should be noted that the description of activity clusters and deliverables in the work uses a high-level narrative and does not include detailed item-by-item tasks. As mentioned previously, the Work Plan is a living document and will adjust to demand by countries and continuous interaction with the Ecosystem of Support. As results of consultations, surveys and needs assessments are still forthcoming, the specific tasks of the Hub will continue to be informed by them. The Hub team will continue to bring together collective thinking and creativity and will further operationalize the Work Plan.

Key Function 1:

Facilitate Implementation of National Pathways

Upon request, the Hub will support countries to translate the aspirational character of their national pathways and other transformative policies into actionable plans to achieve SDGs-based food systems transformations. In doing so, the Hub will leverage the UN system (at the country, regional and global levels) and work closely with the Ecosystem of Support⁵ (hereafter referred to as EoS). The Hub will facilitate the identification of support services, while the actual implementation of these services will be done by the UN agencies supporting the Hub and other actors of the EoS. At the onset, the Hub will initiate two surveys: (I) a survey to identify the country needs, and (II) a survey to map the existing support structures within the UN and the EoS. The Hub will facilitate the compilation of the support services to a comprehensive and operational “solutions library” that can be used to co-design country solutions portfolios upon request and will continue to support national dialogues where requested. As support will be provided to countries by UN agencies directly implementing the outcomes of the Summit, the Hub will not duplicate these efforts, but rather leverage the agencies’ expertise and connections at the country level. Wherever possible, the work of the Hub on this function will inform and align with the Common Country Analyses (CCAs) and the UN Sustainable Development Cooperation Frameworks (CFs).

In countries with a UN presence, and always ensuring a country-owned and demand-driven approach, the Hub will support Resident Coordinators (RCs) and UN Country Teams to continue to work with existing regional platforms and government partners (e.g. National Convenors) in relation to the implementation of national pathways.

Results Matrix		
Output Statement	Activity clusters	Deliverables
The Hub enables the provision to countries with demand-driven and customised support for effective operationalization of their national pathways and/or supplementary actions to implement SDGs-based food systems transformation at national, regional, and global levels.	A1.1: Identify country needs and establish a mechanism to receive, register and redirect support requests.	D1.1: Needs Analysis Survey D1.2: Hub “Support Registry system”
	A1.2: Support selected countries to integrate a food systems approach into their Common Country Analyses (CCAs) and Cooperation Frameworks (CFs) and other national governance processes.	D1.3: Inputs into CCAs and CFs
	A1.3: Identify thematic expertise and supportive capacities from the UN and the EoS to design a global portfolio of support services and solutions.	D1.4: Solutions Analysis Survey D1.5: Food Systems Solutions Dialogues D1.6: Food Systems Solutions Library
	A1.4: Support countries to assess their needs to implement national pathways and co-design Country Support Portfolios through the UNRCs and UNCTs.	D1.7: Country Support Portfolios <i>The portfolios will be implemented by supporting UN agencies in collaboration with other partners.</i>
Tracking progress		
The extent to which countries received Hub support under Key Function 1.	The extent to which the Hub has used existing assets of the UN system and created added value through coordination.	

⁵ In this document, the term Ecosystem of Support (EoS) refers to both entities that have emerged from the Food System Summit (FSS) as well as additional ones; these entities will engage in/support FSS follow-up action. These entities include but are not limited to the coalitions, action areas, stakeholders, and other relevant entities. As the Hub will start engaging with all these entities, the term will be further defined and systematized.

Key Function 2:

Strengthen Strategic Thought Leadership

Building on the Summit’s action areas, the Hub will identify current and emerging issues and opportunities to fast-track food systems transformation in consultation with countries and stakeholders. This will ensure the continued relevance of the work of the Hub on food systems transformation and mobilize stakeholders for action around current and emerging issues.

The priority topics will strongly draw upon the most updated and robust science and evidence base available, taking into account the national priorities as indicated in the Voluntary National Reviews (VNRs) for the High-level Political Forum (HLPF), the national pathways and the Hub’s Country Needs Analysis Report⁶. Partnerships with science and technology groups (free from conflict of interest) and academia will be forged to leverage research and innovation results to where they are most needed and generate evidence on the viability of new approaches.

The Hub will also contribute to strengthening capacities on systems thinking, sense-making, and anticipating persistent, emerging, and novel drivers and obstacles of food systems change, conceptualizing the value of transformative innovations to shape desirable futures on food systems, health, value chains, etc. In these efforts, the Hub will harness futures thinking and strategic foresight tools and techniques (such as scenarios and games) to explore possible futures and their implications for present action and strategies to respond to complexity and change. In addition, the Hub will ensure that increasingly strong links are forged with key actors around human rights, climate, biodiversity, One Health, finance, and other key topics. In addition to surfacing these issues in its reporting and communications, the Hub’s role would focus on sharing analyses, mobilizing knowledge, and exchanging experiences on such aspects of food systems transformation.

Results Matrix		
Output Statement	Activity clusters	Deliverables
The Hub strengthens countries’ capacities to adopt strategic and forward-looking systems approaches in their national policies and actions on food systems.	A2.1: Leverage futures thinking, theory of change and strategic foresight for impactful elevation of Summit priorities in national, regional, and global food systems agendas.	D2.1: Roadmap for Transformative Shift in Food Systems.
	A2.2: Compile science-based evidence for food systems transformations to inform policy planning.	D2.2: “Food Systems Science Updates for All” policy briefs.
	A2.3: Scale up science policy interface for informed policy making by enhancing engagement and collaboration with science and technology organizations and normative UN agencies.	D2.3: Webinars and science policy roundtables on food systems.
Tracking progress		
Summit priorities on food systems adequately reflected in national, regional, and global agendas.	Extent of which food system priorities were integrated into CCAs and CFs.	

⁶ Pg. 8, Results Matrix, Key Function 1, Deliverable 1.1

Key Function 3:

Engage the Ecosystem of Support

The Hub will facilitate and strengthen engagement of countries upon their request with the actors of the EoS to achieve high impact added value while supporting the implementation of pathways and other transformative actions. This will include the institutional engagement of the Hub with the stakeholders and various partners coming together in collective initiatives, including but not limited to those emerging from the Summit. The Hub will strengthen peer-exchange and learning between countries, the UN system, and other actors. The Hub will connect coalitions and help identify overlaps, complementarities, and opportunities for joint action. It will also connect coalitions with the countries for accelerating food system transformative actions. Coalitions, commitments, and all other initiatives emerging from the FSS, as well as those that will continue to emerge, will be invited to regularly report on their progress and to participate in a network of mutual learning and support.

The Hub will work with existing structures, including the High-Level Panel of Experts of the Committee on World Food Security (CFS-HLPE), to help mobilize and connect the science ecosystem (science and knowledge communities) at both national and global levels to drive the implementation of national pathways through support to policymaking and investment prioritization. The Hub will ensure that the EoS members are engaged and participating in the implementation of national pathways at the regional and country level.

Results Matrix		
Output Statement	Activity clusters	Deliverables
The Hub effectively mobilizes capacities of and continuously enhances connections with EoS to help countries to accelerate implementation of their national pathways and other relevant transformative frameworks and plans.	A3.1: Facilitate and enhance connections and information flows between countries with the coalitions and other corresponding EoS actors upon demand to support national pathways.	D3.1: Knowledge and peer-exchange management system/platform D3.2: Peer-exchange events between countries, coalitions and the EoS members. D3.3: Coordination roundtables between coalitions.
	A3.2: Provide a platform to bring together the views, efforts, and resources of a broad range of key self-organizing food system actors, constituencies, initiatives, and programmes and encourage active, appropriate and coordinated participation in processes related to the implementation of the pathways.	D3.4: TORs of the Stakeholder Engagement Group. D3.5: Meetings of the Stakeholder Engagement Group. D3.6: Joint peer-learning events with stakeholder groups.
Tracking progress		
Extent of which countries, coalitions and other food system actors engaged in coordinated action for food systems transformation and liaising with the Hub.	Demonstrated and effective contribution of the EoS to country-driven, evidence-based, innovative, and systemic solutions to achieve national food systems transformation.	

Key Function 4:

Leverage Means of Implementation

The Means of Implementation (MOIs) are the policies and resources required for the transformation of food systems at global and national levels. The Secretary-General’s Statement of Action (SG SOA) called on five MOIs for food systems transformation: finance, sciences and innovation, data, trade, and governance. Stakeholders prioritized finance as the most critical, being both a driver of food systems inefficiencies and an essential ingredient to their transformation. Accordingly, over this biennium, the Hub will focus on the MOI-Finance (MOI-F) with the International Fund for Agricultural Development (IFAD) and the World Bank (WB) co-leading this work on behalf of the global community. The overall aim of the Hub through the MOI-F co-leaders is to mobilize governments, public organisations, private business and civil society for a global shift towards a new Food Finance Architecture (FFA). The specific objectives are to: (I) foster standards, norms, and incentives to finance food systems differently; and (II) optimize and mobilize public and private finance for profitable, equitable, sustainable, and resilient global and national food systems. The MOI-F work organisation will follow the FSS sequence of engagement: mobilize and engage; conceptualize and implement, achieve enabling results for food systems impact. The Hub is starting up in the context of the war in Ukraine and its impact on global and national food systems. The UN Secretary-General (UNSG) launched a call “to do everything possible to avert a meltdown of the global food system”. During this first biennium, the Hub will deliver a mix of short and medium-term products fitted to the drastically challenged food financing landscape as presented in the matrix below.

Results Matrix		
Output Statement	Activity Clusters	Deliverables
Influence a global shift towards a new Food Finance Architecture (FFA), which fosters incentives to finance food systems differently that is redirecting capital out of unhealthy, destructive assets to support public goods; towards profitable, equitable, sustainable, and resilient food systems.	A4.1: Co-create inclusive deliverables and vision for success for new FFA. <ul style="list-style-type: none"> - Joint communique from leadership on MOI-F for FSS follow-up. - Champions’ platform to co-lead deliverables across FFA imperatives. 	D4.1: Shared expectations and success indicators and stakeholders mobilized for action D4.2: Thought leaders from global-community leading Imperative’s deliverables leveraging know-how, resources, and networks
	A4.2: Develop inclusive standards, norms, and best practices for profitable, equitable, sustainable, and resilient food financing. <ul style="list-style-type: none"> - Organize Food Systems Finance days on short-term financing solutions to contain meltdown of global and vulnerable food systems. - Lead feasibility studies for shared norms, standards, and targets for sustainable food financing. - 	D4.3: Short-term financing options to contain meltdown of the global and vulnerable food systems identified. D4.4: Feasibility studies for standards, norms, and targets for a new FFA completed.
	A4.3: Spearhead work with at least two selected development finance and investment windows to optimise public finance and leverage private capital for FST.	D4.5: At least two development finance and investment windows influenced.
	A4.4: Backing an initial cohort of 10-15 countries to broker granular packages linking public-private funding and shift their financing landscape for FST.	D4.6: 10-15 countries supported to broker granular packages linking public-private funding and shift their financing landscape for FST.

	A4.5: Benchmarking and monitoring for mutual accountability.	D4.7: Benchmarks co-created to measure success and track impact. D4.8: Biennial conference stakeholders and thought leaders to take stock on progress and sustain accountability on MOIs.
Tracking Progress		
Selected development finance and investment windows optimise public finance and leverage private capital for food systems transformation.	Number of countries that brokered granular packages linking private, public and philanthropy funding and shift their financing landscape for FST.	
Short-term financing options to contain meltdown of the global and vulnerable food systems avoiding high sustainability costs.	Standards, norms, and targets co-created to guide progress towards a new food finance architecture.	

Key Function 5:

Communicate & Advocate a Food Systems Approach

The Hub will increase awareness, shape the narrative, and drive collective mobilization around the role of food systems transformation to deliver on the SDGs. In doing so, the Hub will continue to refine, curate and elevate a common UN voice on food systems through multiple traditional, digital and social media and information channels as well as other communication platforms (e.g. existing online food systems community, etc.). The Hub will leverage existing structures, UN agencies, the UN Department of Global Communications (DGC), and UNCTs in its communications and advocacy. It will also continue to be selective in how it complements and amplifies moments, events, and milestones to lift the agenda in the global landscape through to the two-year stock take.

Results Matrix		
Output Statement	Activity clusters	Deliverables
The Hub mainstreams a solid narrative on and actively advocates for an urgent, robust, and resilient global food systems transformation to achieve the SDGs by 2030, thus carrying the Summit's momentum forward and beyond.	A5.1: Implement communication and advocacy activities to elevate a solid narrative around transformative food systems to inform and inspire policymakers, sectoral decision-makers, and the general public.	D5.1: Communication and Advocacy Plan.
	A5.2: Develop a tool to extensively capture and innovatively communicate sub-national, national, and global transformative food system successes.	D5.2: Transformative Food Movements Tracker.
	A5.3: Develop a timetable and outreach plan to proactively build synergetic partnerships with other intergovernmental processes ⁷ within the wider UN system as well as non-governmental processes ⁸ of strategic importance.	D5.3: 'Food Systems Outreach Roadmap'.
Tracking progress		
P5.1: The extent to which the food systems' narrative is projected towards targeted audiences (i.e. policy makers, general public, etc.) and influences their food systems narrative.	P5.2: The extent to which the Hub's support made an impact on accelerating national food systems transformations and SDG progress at national and global levels.	

⁷ These intergovernmental processes include, but are not limited to, UN HLPF, UN COPs, World Health Assembly, UN Decade of Action on Nutrition as well as other non-UN initiatives of strategic importance such as 2030 Countdown Report and Global Nutrition Report.

⁸ Other non-UN processes of strategic importance may involve, but are not limited to, the 2030 Countdown Report, Nutrition For Growth and Global Nutrition Report.

Key Function 6:

Prepare for the 2023 Stocktaking Moment

The Hub will manage the preparations of the biennial Stocktaking Moments until 2030 with the first one to be organised in 2023 to drive continuous progress on national, regional, and global food systems transformations. The Hub will also regularly report to the Oversight Steering Group, contribute to food systems-related reporting processes to the UN HLPF and other fora, always ensuring, to the extent possible, to include feedback and contributions from the EoS, UN system, and other partners engaged in the work of the Hub. Since the Hub is meant to remain a nimble, agile, and temporary focal point within the UN system, focusing on delivering the major lift that food systems' transformation requires, activities linked to the management of the Hub will also be included under this key function.

Results Matrix		
Output Statement	Activities	Deliverables
The Hub and the EoS successfully delivered the outputs of the biennial Work Plan and organised the Food Systems Stocktaking Moment in 2023 to demonstrate its impacts, achievements and lessons learnt at national, regional, and global levels.	A6.1: Implement the Work Plan under key functions with regular and agile progress review processes.	D6.1: Progress report(s).
	A6.2: Develop and adopt a resource mobilization strategy to allocate and manage Hub resources effectively and strategically.	D6.2: Resource Mobilization Strategy.
	A6.3: Guide countries, UNRCs, UNCTs and actors of the EoS to build their robust progress monitoring and evaluation framework (upon demand).	D6.3: Framework for food systems transformations tracking.
	A6.4: Prepare internal and external interim progress reports including, but not limited to, annual inputs and/or progress reports to HLPF on the Hub's Summit follow-up and official biennial stocktaking reports.	D6.4: Official reports with appropriate visibility of effective action of food system actors, constituents, initiatives, and programmes.
	A6.5: Organise, host, and follow up the Stocktaking Moment event and other preparatory processes.	D6.5: Stocktaking Moment event is organised, hosted and follow-up actions performed.
Tracking progress		
All key functions of the Hub Work Plan delivered within the agreed timeframe and positively received at the Stocktaking Moment.	The level of achievement of the Hub's Work Plan delivery.	

PART B – Operational Modalities

Mandate

The Hub will align itself with existing UN functions and capacities in its work as well as institutional structures and mechanisms that supported the FSS. The Hub's overall mandate is to ensure:

1. Continued support to national pathways and other transformative actions through the coordination of technical and policy support requested by countries for food systems transformation.
2. Continued connectivity with the broader ecosystem of actors for sustainable food systems, including coalitions and other initiatives as well as the science ecosystem, and promote the better integration of these efforts with country demand.
3. The elevation of priority topics in the food systems transformation agenda which were identified through the FSS coalitions and the ecosystem of support.

Governance

The Hub is hosted by FAO on behalf of the UN system. As the Hub has no legal personality, it will conduct operations as per FAO rules of procedure and will be managed under the operations of the FAO Office of Sustainable Development Goals (OSG).

The strategic work, decision-making, and engagement of the Hub is steered by an Oversight Steering Group comprising the Principals of FAO, WFP, IFAD, UN-DCO and the UN Task Force Leads, with participation from the UN DSG. The Chair of the UN Task Force will rotate among interested UN agencies with strong connections to the work of the Hub. This group will engage with the Executive Office of the Secretary-General (EOSG) and the UN Sustainable Development Group (UNSDG) on the Hub's work. The group will also regularly brief and share information on progress and lessons with members, the Informal Joint Rome-based Agencies (RBA) Governing Board, Chairs of the RBA Governing Bodies, the Chair of the Committee on World Food Security, and the HLPF through the UN Economic and Social Council (ECOSOC).

The Hub acknowledges that delivering on these key functions will require effective collaborations, constantly and proactively reaching out to and engaging with other UN agencies and external food system stakeholders. To deliver on its key functions effectively and efficiently, the Hub will work in concert with and via existing mechanisms and processes – particularly UNCTs and the UN Resident Coordinator (RC) system – and will act as an enabler for the EoS at all levels.

To promote joint ownership, a "Management Consultative Team" will be established. The team will be comprised of senior UN officials from the UN agencies that provide direct support to the Hub either with the secondments/assignment of staff or with the allocation of substantial financial resources. These officials (one per UN agency) will not be from the staff to be seconded/assigned to the Hub but will be other senior officials that will also ensure the continuous engagement of the UN agencies with the Hub.

Staff Structure

The Hub will be supported by the leadership of the FAO Office of Sustainable Development Goals (OSG), reporting within the Office of the FAO Director-General. The Hub will consist of a nimble team, largely comprised of secondments from UN system entities that understands the broader landscape across the entire food system, makes connections and ensures a systems approach, and showcases successes and lessons learned.