



# BIENNIAL WORK PLAN 2026-2027

Coordinating ecosystem-wide support to enable  
food systems transformation for SDGs acceleration

January 2026



UNITED NATIONS  
FOOD SYSTEMS  
COORDINATION HUB

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**United Nations Food Systems Coordination Hub**

**January 2026**

**Cover image:**

**High-Level Opening “Harnessing a changing world for the future of sustainable food systems”**

Plenary Session – UN Food Systems Summit +4 Stocktake (UNFSS+4)



# INTRODUCTION

## FOOD SYSTEMS AS A KEY TRANSITION TO ACCELERATE THE SDGS

The **2021 Food Systems Summit (UNFSS)** positioned food systems as a driving force for accelerating progress towards the 2030 Agenda and the Sustainable Development Goals (SDGs). It spearheaded a new way of working, across sectors through a systems approach, fostering collaboration among diverse stakeholders – including governments, civil society, the private sector, youth, women, and Indigenous Peoples – to address interconnected challenges such as food insecurity, the triple planetary crises of climate change, biodiversity loss, and pollution, as well as social inequality. To foster continued political commitment and accountability, the Secretary-General committed to convening a global stocktake every two years.

In this context, in 2023, the UN development system committed to **a systems approach for SDG Acceleration**, building on the insights and recommendations of the 2023 Global Sustainable Development Report. In particular, the UN Sustainable Development Group (UNSDG) prioritised key transitions for SDG acceleration, which have the potential to advance progress across multiple SDGs. These include food systems; energy; jobs and social protection; digitalisation; education; and climate change, biodiversity loss, and pollution, prioritising food systems transformation as an impactful entry point for SDG acceleration. To support these transitions, the UNSDG requested UN Country Teams to focus on enablers to remove persistent bottlenecks across transitions. These enablers include coherent and integrated policy at national and subnational levels; development of pipelines of bankable national projects; convening of partnerships (“deal rooms”) to unlock finance at scale; and build capacities to steer and sustain the transitions. In this effort, the UN system has committed to engage the entire ecosystem of actors – national ministries, subnational authorities, multinational companies, small and medium enterprises, civil society (as voters and consumers), media, etc.

As food systems actors reconvened in Addis Ababa in 2025 for the **second UN Food Systems Summit Stocktake (UNFSS+4)**, it was evident that a stronger, more coordinated global community—anchored in government leadership and supported by a broad Ecosystem of Support (EoS)—is driving progress to transform food systems across the world. Some 130 countries now have formalized **national food systems pathways**, many integrated into broader climate, biodiversity, health, nutrition, and development plans and legislation - placing the right to food at the center. International financial institutions disbursed USD 17.8 billion for food systems in 2023. Food systems governance mechanisms are being strengthened, marked by higher levels of political commitment and more inclusive, multistakeholder participation. National Convenors, now numbering 158, continue to play a central role, leading inclusive dialogues that bring together diverse actors to drive coordinated and sustainable transformation.

**However, progress is not even**, and deep-rooted systemic and structural barriers persist. According to the 2025 State of Food and Security and Nutrition in the World, over 673 million people face chronic hunger, and 2.6 billion still cannot afford a healthy diet. Droughts, floods, and extreme weather events continue to threaten harvests and livelihoods, while rising food prices and inequities deepen vulnerability. Smallholder farmers, women, youth, and Indigenous Peoples continue to be largely excluded from decision-making and access to vital resources.

**Science, foresight, data, and innovation** are critical enablers of food systems transformation. Advances in agricultural research, nutrition, climate science, and food systems analytics are strengthening evidence and foresight for policy and investment, while the integration of scientific knowledge with local and Indigenous knowledge is supporting more resilient, inclusive, and context-specific pathways. Ensuring that this knowledge is accessible and actionable for smallholder farmers, including women farmers and marginalized communities, remains a priority.

↓ [High-Level Closing: Steering the collective course toward 2030: From Addis to Belém, Doha, Yerevan, and New York](#)  
Plenary Session – UN Food Systems Summit +4 Stocktake (UNFSS+4)





↑ **High-Level Opening “Harnessing a changing world for the future of sustainable food systems”**  
Plenary Session – UN Food Systems Summit +4 Stocktake (UNFSS+4)

**Financing for food systems is also under strain**, shaped by several converging pressures: debt distress affecting around 52 developing countries; significant cuts in external development finance; new conflicts and displacement; intensifying climate shocks; and rising import tariffs and input costs.

Looking ahead, projections are concerning, pointing to a growing disconnect between escalating food assistance needs and shrinking development finance—a gap that, if unaddressed, risks undermining global food systems transformation efforts.

The outcome document of the **Fourth International Conference on Financing for Development (FfD4)** emphasizes the importance of financing agrifood systems transformation and rural revitalization. It highlights the need for **a more strategic, catalytic use of public resources to mobilize private capital**, philanthropic funds, and other innovative financing streams. The document also calls for elevating the recognition of food systems and rural development within global financing frameworks and promotes coherent and strategic donor approaches that mobilize and scale public and private investments in agrifood systems and rural economies.

Further underscoring this point, the Political Declaration of the World Social Summit included a commitment to invest in “resilient, inclusive and sustainable food systems that ensure access to affordable, sufficient, safe and nutritious food for all and reducing food loss and waste” while further highlighting the connectivity between this area with social integration, jobs, poverty reduction and social protection, as pillars of social development.

# UNFSS+4 AND SECRETARY-GENERAL'S CALL TO ACTION

The UNFSS+4 reaffirmed a human rights-based approach for food systems transformation, confirming it as an urgent necessity and a shared global responsibility. The Stocktake produced several concrete outcomes that signal a renewed commitment to meaningful action. Countries expressed strengthened political determination to advance and refine their national food systems pathways. New transformative tools were introduced, such as the **Agri-food Systems Accelerator** and the **Business Compendium of Investment-Ready Models**, aimed at supporting practical implementation on the ground. Participants emphasized the need to **deepen policy coherence** across interconnected areas, including climate, biodiversity, health, nutrition, decent livelihoods, and trade. There was a unified call for inclusive, evidence-based decision-making and expanded financing for smallholders, small and medium-sized enterprises (SMEs), and climate-resilient solutions. In addition, it was underscored that Coalition of Actions must be reinforced to serve as effective platforms for delivery, accountability, and innovation.

The 2025 UN Secretary-General's Report **"Accelerating Inclusive, Resilient and Sustainable Food Transitions for People and Planet,"** prepared for the UNFSS+4, stressed that **National Convenors must be further empowered** to implement updated, cost-effective national food systems pathways which are practical, inclusive, and capable of driving equitable outcomes. It highlighted the need for **inclusive governance and ensuring a better integration** of national and subnational actors, in particular Indigenous Peoples, women, youth, smallholder producers, financial institutions, the private sector, scientists, and marginalized groups in decision-making processes.

Similarly, it recognized the importance of **enhanced investments in scientific capacity**, improved **timeliness and availability of data**, and increased adoption of **context-specific technologies**. To support this, knowledge-sharing platforms and multistakeholder partnerships should be expanded to bridge the gap between research, policy, and practice. Finally, the report stated that **unlocking finance remains essential**. Efforts should focus on developing **derisking instruments**, expanding access to climate finance, repurposing agriculture support, addressing national debt burdens, and increasing domestic funding for food systems transformation.

- ↓ [High-Level Opening "Harnessing a changing world for the future of sustainable food systems"](#)  
Plenary Session – UN Food Systems Summit +4 Stocktake (UNFSS+4)



The Stocktake concluded with a strong **Call to Action** by the Secretary-General, urging for increased investments in and attention to:

1. **Urgent delivery in complex settings:** the Secretary-General called for accelerated action to direct investments to rehabilitate the functionality and increase resilience of food systems, in addition to reversing the alarming reduction of humanitarian assistance in countries grappling with conflicts and other crises, and enhancing the humanitarian-development-peace nexus;
2. **Deepening inclusive policy dialogue and coordination:** the Secretary-General called for more effective and meaningful participation of all stakeholders, with particular attention to family farmers, front-line food workers, women, youth, Indigenous Peoples, and local communities;
3. **Further scale finance and investment in food systems transformation,** strengthening domestic resource mobilization; scaling up IFI and PDB investments; and derisking private capital—particularly for SMEs—through targeted public and philanthropic finance, while equipping countries with financial intelligence for effective financing strategies;
4. **Integrate environmental, social, and economic dimensions of food systems,** and enhance coherence across all public policy areas related to food systems outcomes – including food security, nutrition, livelihoods, biodiversity, as well as planetary health;
5. **Harness responsible use of science, Artificial Intelligence, and technology** to strengthen the science-policy-society interface, integrate indigenous knowledge, and improve timeliness of data for informed decision making; and,
6. **Foster stronger intergenerational collaboration** so that youth become active co-leaders in food systems transformation, and not merely future beneficiaries of food systems change.

The Secretary-General also **reaffirmed the role of the UN Food Systems Coordination Hub to continue to coordinate country-level support** through Resident Coordinators and UN Country Teams, lead on advocacy and convening, and mobilize the wider ecosystem of support, including Coalitions, the Scientific community, private sector, and civil society.

The Secretary-General's Call to Action comes alongside several significant developments for the UN system. The **UN80 initiative** includes major reform proposals that will affect the structure, configuration, and delivery model for the UN development system at global, regional, and national levels. In addition, the recent system-wide evaluation on Progress towards a New Generation of UN Country Teams emphasizes the need to support *implementation* of Cooperation Frameworks (in addition to the support being provided to design). On Food Systems, as with every other transition for SDG acceleration, **there is a strong need to prioritize implementation by scaling up country-level solutions.** This is aligned with findings from the National Conveners' survey implemented to inform the Hub's next work plan, where National Conveners called for the Hub to transition from a focus on advocacy and convening to support implementation of their national pathways. Similarly, in the survey conducted with Resident Coordinators for the preparation of the Hub's next work plan, 70 percent of respondents stressed the need for additional support/capacity on food systems transformation in the Cooperation Framework Implementation phase.

## THE CENTRALITY OF THE HUB'S MISSION

The UN Food Systems Coordination Hub (the Hub) was established by the Secretary-General in 2022 to **convene, stimulate, and support action for food systems transformations**.

As a **coordinating and connecting mechanism**, the Hub collaborates closely with Resident Coordinators, UN Country Teams, and the wider Ecosystem of Support (Coalitions of Action, stakeholder groups, the UN Food Systems Task Force, science and knowledge communities, civil society, and others) to bring together knowledge and expertise **to support country-led food systems transformation**. The Hub is the **custodian of the UNFSS process, leads on advocacy** on food systems and systems thinking, and aligns with other global and regional initiatives and forums to foster greater coherence and integration of agendas.

The Hub is also a **knowledge repository** for Food Systems resources, guidance, and practices, and, under the leadership of IFAD and the World Bank, works to support financing for food systems transformation.

↓ [High-Level Opening “Harnessing a changing world for the future of sustainable food systems”](#)  
Plenary Session – UN Food Systems Summit +4 Stocktake (UNFSS+4)





## PART A

# THE WORK PLAN 2026-2027

## Vision

To convene, stimulate, and support action for food systems transformations towards the acceleration of the 2030 Agenda and the SDGs.

## Mission

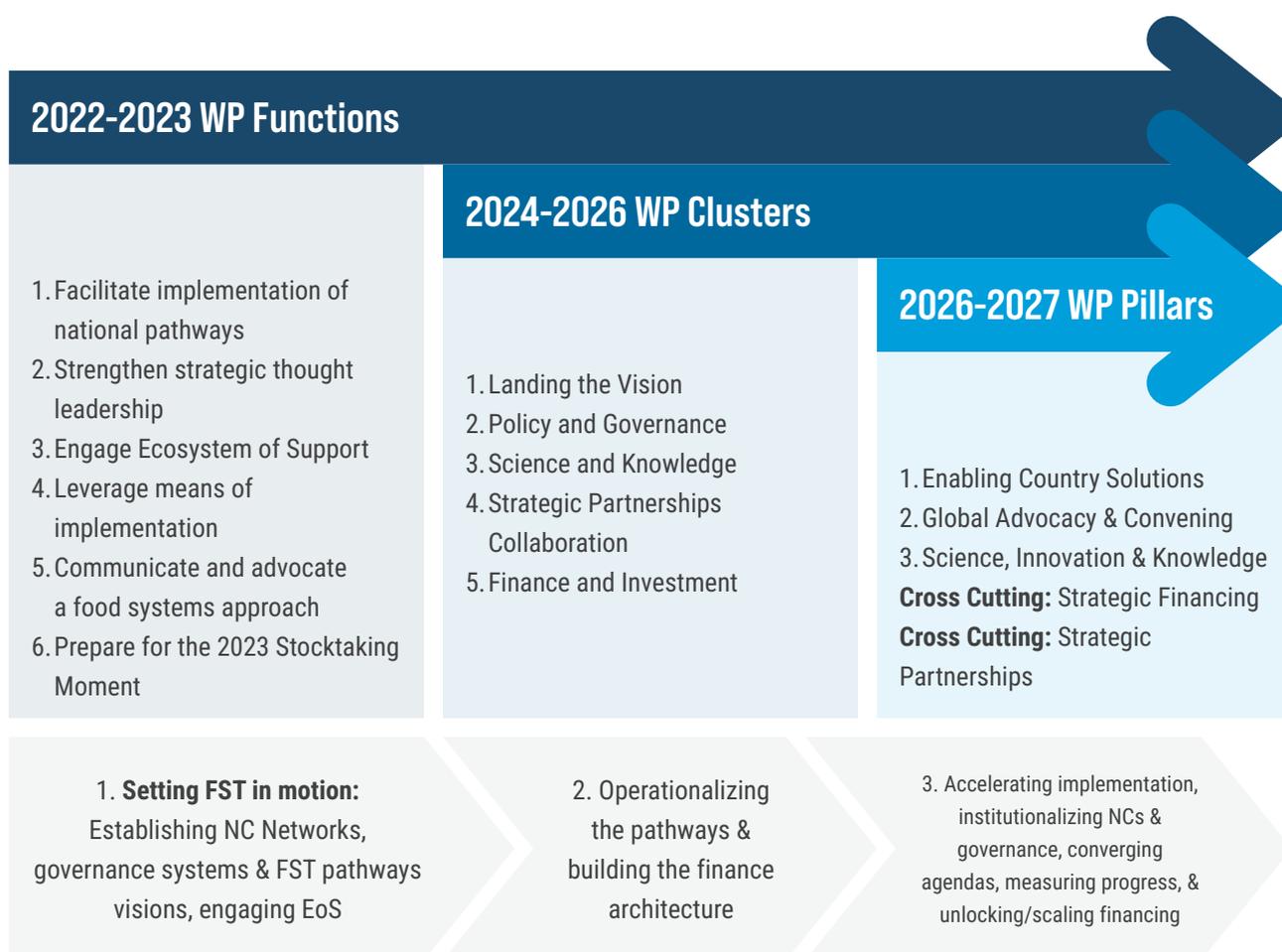
To serve countries by **coordinating and facilitating** the provision of systemic, demand-driven, customized support in translating their national priorities into effective actions to reach more resilient, sustainable, and equitable food systems by 2030.

To achieve this, in line with the UN Secretary General's UNFSS+4 Call to Action, the Hub acts as a **catalyst and integrator**, leveraging and harnessing the wider UN and Ecosystem of Support's capacities to galvanize food systems expertise and to coordinate the provision of technical and financial assistance in support of countries' action and the implementation of their national pathways. To continue promoting a strong, inclusive, and participatory approach, the Hub also takes on an essential **convening role** to bring together and engage relevant constituencies and stakeholder groups at regional and global levels. Finally, the Hub facilitates the creation of synergetic **linkages with other relevant intergovernmental and non-governmental processes** to advance the food systems transformation agenda.

# Evolution, Rationale, and Strategic Intent

The new Work Plan (2026-2027) aligns with the strategic direction for food systems transformation outlined in the UN Secretary-General’s Call to Action issued at UNFSS+4, builds on the achievements and lessons learned from the implementation of the Hub Work Plans for 2022-2024 and 2024-2026, and follows the direction of the Hub governance structures. It also responds to the needs and expectations from National Conveners, Resident Coordinators, key development partners of the Hub, Member States, and other stakeholders consulted in October and November 2025. Details can be found in the “**Outline of the Process for the Elaboration of the Hub’s new Workplan**”(Annex 1). For an account of all Stakeholders consulted and key outcomes of the consultations, see Annex 2.

## EVOLUTION OF HUB WORK PLANS: FROM BUILDING THE UNFSS GOVERNANCE TO ENABLING COUNTRY SOLUTIONS



The rationale for the development of the Work Plan (2026-2027) has been to adapt and consolidate, building on achievements from the two previous biennial work plans and the evolution of food systems transformation at country level. While the Hub’s Work Plan for 2026-2027 **represents a continuity of the previous work plans, it also integrates new aspects and focus areas from the Secretary-General’s Call to Action**, such as an increased focus on complex settings and making greater use of science, innovation, and technology. The current work plan elevates the work of the Hub to respond to increasing requests and demands from the Member States and strategic partners.

The work of the Hub so far enabled the establishment of a fully functional architecture to support the UNFSS follow-up, including structured agenda-setting and accountability mechanisms. The main strategic achievements of the Hub and the UNFSS follow-up process in the first four years can be summarized as the following:

- **Consolidation and strengthening** of the National Food Systems Convenors network, supported by structured peer-learning, peer-review, and other coordination mechanisms at global, regional, and subregional levels.
- **Delivery of the UNFSS+2 and the UNFSS+4 Stocktaking Moments**, sustaining post-Summit momentum, and elevating the food systems agenda to a new political level. Both moments provided a multi-sectoral, multistakeholder, government-centered platform for presenting progress, identifying solutions, and accelerating food systems’ transformation.
- **Strengthening of country-level delivery** through the consolidation of ecosystem-of-support arrangements, bringing together Resident Coordinators, UN Country Teams, FAO, IFAD, and WFP, National Convenors, and technical partners to provide practical, coordinated interventions matched by an intensification of the means of implementation, especially finance and support to local private sector strengthening.
- **Strengthening of regional ecosystems of support** by bringing together UN and non-UN partners, aligning regional priorities, and elevating them into global policy agendas, while enabling countries to access coordinated technical support and region-specific knowledge for food systems transformation.

↓ **High-Level Opening “Harnessing a changing world for the future of sustainable food systems”**  
Plenary Session – UN Food Systems Summit +4 Stocktake (UNFSS+4)



- **Positioning of food systems as a nexus for SDG interlinkages lever**, promoted through the Hub's work, including the Convergence Initiative and the rollout of national Convergence Action Plans integrating food, climate, biodiversity, nutrition, and social development objectives.
- **Consolidation of a global youth leadership ecosystem**, bringing together multiple youth networks to co-create the Youth Declaration for UNFSS+4 and establishing an active alumni community of nearly 100 young leaders who now contribute to national, regional, and global platforms for food systems transformation.
- **Development of a comprehensive knowledge and tools portfolio**, featuring diagnostics, scalable success models, capacity-development materials, scaling-up methodologies, and investment pathways.
- **Enhancement of resource mobilization and donor confidence**, reflected in the successful mobilization of several million USD in direct support for country-level work, enabled by clearer strategic focus, structured governance, evidence-based outputs, and demonstrable progress at country and regional levels.
- **Improvement of system-wide coherence and accountability**, with strengthened coordination among FAO, WFP, and IFAD, UN technical agencies, Resident Coordinators, and national counterparts around pathway implementation and convergence priorities.
- **Advancing Food Systems Financing**, by coordinating IFIs for consolidated visibility of country support for long-term, transformative investments exceeding the UNFSS+2 Call to Action; enabling governments to access the 3FS to strengthen food systems financing strategies; generating evidence on development financing for food systems to benchmark progress at UNFSS+4; and catalyzing high-impact exchange platforms on food systems.

Building on these achievements, the priorities for the next biennium will evolve **from a focus on advocacy, convening, and setting up the architecture and governance system for UNFSS follow-up, towards a focus on enabling practical implementation and financing solutions** tailored to country contexts, as well as towards supporting M&E, knowledge generation, and documentation of ongoing transformations. This is in line with the outcome of the survey of National Conveners – across regions, National Conveners are asking for a decisive shift from Convening to Implementation. Conveners have requested the Hub for more hands-on, deployable implementation support to operationalize, refine, and cost their national pathways, to design actionable implementation plans and strengthen national coordination structures, including National Conveners' Offices, and further institutionalize National Conveners' roles. In essence, Conveners would like the Hub to be: a) an Implementation Accelerator, b) a Financing Facilitator and c) an Ecosystem Orchestrator.

The 2026-2027 Work Plan is therefore structured around **a streamlined version of the five clusters** of the 2024-2026 Work Plan, consolidated into three main strategic pillars and two cross-cutting pillars. This brings **more clarity to the Hub's core mandate and value add with external stakeholders**. It also shepherds a more integrated approach to delivering the Hub's mandate and provides a focused strategic direction for the Hub in the face of funding constraints, shifting global landscape, and UN leadership transitions. The three-pillar approach is in line with strategies and work plans of other inter-agency coordination mechanisms, such as UN Nutrition, UN Water, and Sustainable Energy for All, which have a similar mandate to the Hub.



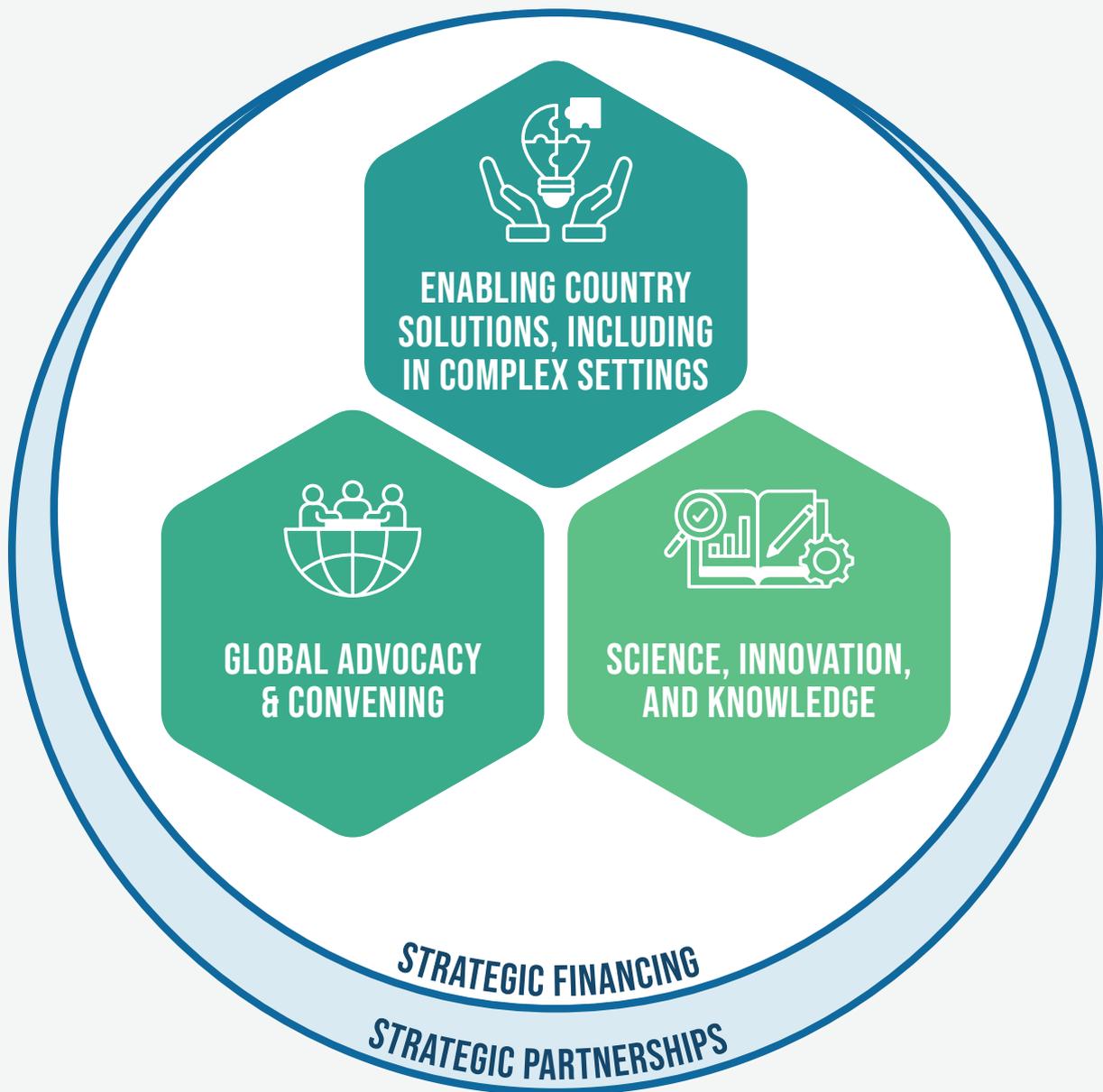
↑ Entrance to UNECA  
UN Food Systems Summit +4 Stocktake (UNFSS+4)

While the work of the Hub for the next biennium will be organized around three strategic and two cross-cutting pillars, the ultimate goal of **the Hub's work will remain coordinating the support to countries**, under the leadership of National Conveners and in collaboration with UN agencies at headquarters and regional level, Resident Coordinators, UN Country Teams (UNCTs), and the broader Ecosystem of Support. The other Pillars all contribute to this ultimate goal: the follow-up on the UNFSS process and the investments in global advocacy for food systems approaches, the mobilization of science, technology, and innovation, as well as the mobilization of financing and of the ecosystem of support, are all geared towards enabling transformation at country level.

Recent insights from a survey of Resident Coordinators (RCs) confirm that Food Security and Food Systems Transformation remain central to UN country-level priorities. Over 70% of respondents consider these areas very important in their ongoing work, highlighting strong demand for action at the country level. RCs identified building governance capacity to steer and sustain transformation, addressing food insecurity through systemic approaches and leveraging finance and investment, including blended finance and multilateral development bank support, as the top-priority areas, followed closely by policy coherence, multi-actor engagement, and participation in regional and global processes. RCs and UNCTs also indicated that additional support is most needed during the Cooperation Framework implementation phase, with significant demand during the analysis and formulation phases, underscoring the need for practical, hands-on support to translate strategic commitments into actionable interventions. These findings reinforce the Hub's approach of combining global advocacy, convening, and knowledge services with country-level accompaniment, tailored technical support, and catalytic financing to accelerate food systems transformation.

The Work Plan will enter into force on April 1<sup>st</sup>, 2026, following approval by the Oversight Steering Group. It is understood that the 2026-2027 Work Plan may need to be revised during its implementation to incorporate recommendations emanating from the System-Wide Evaluation of the Hub, launched in October 2025, and/or new directives provided by the incoming Secretary-General.

## WORK PLAN HIGH-LEVEL PRIORITIES



# 1. Enabling Country Solutions, including in Complex Settings



## ENABLING COUNTRY SOLUTIONS INCLUDING IN COMPLEX SETTINGS

- Strengthening National Convenors' capacities and governance
- Supporting national pathways development, review and food systems transformation planning
- Operationalizing & implementing national pathways through Convenors, RCs/UNCTs & Ecosystem of Support

Countries are at different stages of operationalizing their food system transformation agendas and national pathways. The Hub supports governments in translating commitments into actionable steps, connecting country demand to UN and Ecosystem of Support (EoS) resources, including in complex settings. A recent survey highlighted that Convenors requested more deployable support to operationalize, cost, and refine national pathways, design actionable plans, strengthen national coordination, and further institutionalize their roles.

Under this Pillar, the Hub will strengthen the National Convenors' network and capacities, connecting them with ongoing efforts by Resident Coordinators, UNCTs, and the EoS to assist countries in developing, updating, operationalizing, financing, localizing, and implementing national pathways through flagship initiatives. Donor partners emphasized the importance of clearly articulating how the EoS is leveraged and coordinated at country level, in collaboration with Resident Coordinators and UN Country Teams. A particular area of focus will be on accompanying countries, articulating specific technical and financial support needs, and matching these needs with the existing offer. As finance-related needs are often the most prominent, a particular priority for the Hub in the next biennium will be to facilitate collective efforts to unlock more and better finance in countries, in line with the Seville Commitment outcomes. Scalable delivery models and demonstrable country-level results are essential to sustaining donor and government engagement.

The Hub will continue advocating for the integration of food system priorities into national development plans, budget frameworks, and sectoral policies (agriculture, health, social protection, environment, resilience) to enhance policy coherence and ensure adequate resources. Work will also support the establishment or strengthening of food systems governance platforms for cross-sector collaboration and multistakeholder engagement.

## 1.1 Strengthening National Conveners' capacities and governance

Since the 2021 Food Systems Summit, **158 countries have nominated National Conveners** to drive food systems transformation, with varying capacity, seniority, and institutional arrangements.

In collaboration with governments, Resident Coordinators, and UNCTs, the Hub **will strengthen and institutionalize the Conveners' Network** as a stable, government-anchored mechanism, moving beyond ad hoc arrangements to ensure Conveners can lead multi-sectoral processes and sustain long-term transformation efforts.

This will include frameworks, guidance, and capacity-strengthening initiatives to enhance Conveners' governance role, inter-ministerial collaboration, and engagement with regional bodies, non-state actors, and technical partners. The Hub will continue organizing **Food Systems Solution Dialogues (FSSDs)**, virtual platforms connecting Conveners, policymakers, and partners to share progress, lessons, and transformative practices.

## 1.2 Supporting National Pathways Development, Review, and Food Systems Transformation Planning

To date, 130 countries have developed national food systems transformation pathways through the active support and guidance of the Hub, in close collaboration with Resident Coordinators, UNCTs, and regional structures developed by partners, such as the UN Food Systems Task Force for Latin America and the Caribbean and the Issue-Based Coalition on Sustainable Food Systems for Europe and Central Asia. However, several of these national pathways require updating and review, while other countries are yet to develop their pathways.

Over the next biennium, the Hub will continue to support **targeted national food systems dialogues** in countries that have not yet developed a national food systems pathway, or in countries that need to review and update them. This will include promoting multistakeholder participation and consultation, greater use of data and evidence, and a robust monitoring and evaluation framework to measure progress. The Hub will also work with partners to help countries integrate national pathways and food system priorities into national planning and budgeting processes, as a foundational step to sustainably operationalize and implement their pathways.

In collaboration with the UN Food Systems Task Force and other partners, the Hub will also continue to support UNCTs in using food systems approaches during **Common Country Assessments** and the design of **UN Sustainable Development Cooperation Frameworks**. For this purpose, an updated version of the UN Resident Coordinators Food Systems Thinking Guide will be developed.



↑ **National Food Systems Transformation Convenor-led Session**  
Stakeholder Action Session – UN Food Systems Summit +4 Stocktake (UNFSS+4)

### 1.3 Operationalization and Implementation of National Pathways through NCs, RCs, UNCTs, and by mobilization of the Ecosystem of Support

Under this workstream, the Hub—under the leadership of National Convenors and through the Resident Coordinator system, UN Country Teams, and the Ecosystem of Support—will step up support for the operationalization and implementation of national pathways, focusing on priority areas where the UN has a comparative advantage and encouraging joint programming. The Hub will continue its collaboration with the Joint SDG Fund Secretariat to channel funding and support coordinated implementation of the growing food systems portfolio at country level.

Furthermore, the Hub will act as the **secretariat for the Agrifood Systems Accelerator**. In its secretariat role, the Hub will facilitate demand articulation by governments and coordinate engagement across UN agencies, implementing partners, international financial institutions, development partners, and the private sector, ensuring alignment with national pathways, NDCs, and broader development and climate objectives.

For countries requiring support to **operationalize their national pathways**, (i.e, developing costed action/ implementation plans, integration of pathways into national and local development plans and strategies, developing investment strategies and mobilizing financing), the Hub will roll out and expand flagship initiatives initiated under the current work plan, such as the **Convergence Initiative** focusing on policy coherence, the roll out of the **“Successful Scalable Models”**, and other Hub flagship initiatives with the support of UN Agencies, especially FAO, WFP, and IFAD.

An area concentrating a majority of country support requests relates to support in **unlocking and scaling up finance and investments in tailored national contexts**. In this respect, the Hub will work with its UN partners, IFAD, FAO, and the Joint SDG Fund Secretariat, to leverage existing expertise, programmes, activities, spaces, and networks in support of increased quantity and quality of finance supporting food system transitions in countries, in line with the **Sevilla Commitment**.

Developed by the Hub with partners, the Food Systems Assistance Gateway is a collaborative digital platform that connects country demand with technical assistance offers from the UN and the wider Ecosystem of Support. In 2026–2027, the Hub will focus on increasing uptake among National Convenors, strengthening matchmaking between country priorities and available support, and enhancing the platform’s functionality to better support national pathway operationalization.

For the next biennium, the Hub will pay particular attention to **complex settings**, in line with the first priority of the Secretary-General’s Call to Action. Jointly with **WFP**, the **Global Network Against Food Crises**, and other partners, the Hub will facilitate support, investment, and tailored approaches to food systems transformation in complex settings (including fragile, conflict-affected settings/contexts/areas, Least Developed Countries, Landlocked Developing Countries, and Small Island Developing States) to reduce hunger and strengthen resilience. Through enhanced coordination, partnerships, and capacity building, the Hub will promote and support investments to operationalize pathways in complex settings, aligning humanitarian, development, and peace efforts under a unified vision of resilient, inclusive, and sustainable food systems capable of sustaining long-term recovery and stability and reducing long-term humanitarian needs.

↓ **Hallway at UNECA**  
UN Food Systems Summit +4 Stocktake (UNFSS+4)



## 2. Global Advocacy & Convening



### GLOBAL ADVOCACY & CONVENING

- UNFSS process & convergence of agendas
- Integration of food systems into regional frameworks
- Compelling narrative on food systems & the contribution to the SDGs

This Pillar captures the Hub’s work at global and regional levels, including its role as a convenor and custodian of the UNFSS process. It covers organizing UN Food Systems Summit Stocktakes and regional preparatory meetings, supporting follow-up on the Secretary-General’s Calls to Action, and promoting cross-country learning. Around 43% of RCs and UNCTs have participated in Hub-facilitated peer exchanges and valued tailored, context-specific peer learning, with follow-up to translate lessons into actionable national initiatives.

In previous biennia, the Hub organized two global Stocktakes, engaging over 3,000 participants from 130 governments, 31 Coalitions of Action, UN agencies, international financial institutions, civil society, private sector, Indigenous Peoples, youth, academia, and other stakeholders. The Hub also leads advocacy on food systems, articulating a compelling narrative and positioning food systems at the center of global agendas to accelerate SDGs at the country level.

### 2.1 UNFSS Process and Convergence of Agendas

Over the next biennium, the Hub will continue to be the custodian of the UNFSS process, coordinate and support preparations for the **UNFSS+6 Stocktake** (proposed to take place in 2027 pending confirmation by the incoming Secretary-General), ensure continuity of the multi-year follow-up process, and maintain high-level political attention on food systems transformation. This will include the design of the preparatory roadmap, the coordination of inputs across Member States, UN agencies, and partners, and the articulation of priority themes emerging from national, regional, and global processes. The preparatory work for UNFSS+6 will help anchor the Hub’s convening role, sustain momentum generated by UNFSS+4, and position the next Stocktaking Moment as a milestone for assessing progress and defining the next phase of action. Advisory Group members consulted for the preparation of the work plan further emphasized the importance of institutionalizing the UNFSS process through a strengthened, Member State-led approach, while positioning the Hub at the level of the Executive Office of the Secretary-General to reinforce its system-wide coordination role on food systems transformation across the UN system.

To maintain engagement in between the Stocktakes and to provide a platform for National Convenors and other food system actors to learn and share country experiences, engagement with countries will be facilitated through face-to-face **regional preparatory meetings** organized annually in collaboration with the UN Taskforce on Food Systems, the UN Regional Economic Commissions, UN Taskforces on Food Systems and Issue-Based Coalitions, as well as key regional intergovernmental bodies (i.e. the African Union, the Community of Latin American and Caribbean States (CELAC), the Arab Organization for Agricultural Development, ASEAN, CARICOM (Caribbean Community); the Arab League, etc.). In this context, RCs and UNCTs highlighted the need for more structured support for knowledge exchange and peer learning between global and regional convening events, to ensure that insights from these dialogues can be effectively applied in country-level programming.

Consultations with donor partners **reaffirmed the value of regional preparatory meetings as critical** platforms for peer-to-peer learning, strengthening links between National Convenors and the wider food systems ecosystem, and maintaining momentum between global Stocktakes. Donors emphasized the importance of sustaining visibility and structured engagement in the inter-Stocktake period to ensure continuity of action and accountability.

During 2026-2027, the Hub will **further promote the convergence of the food systems with the climate, nutrition, women's empowerment, decent livelihoods, and biodiversity agendas**, by engaging with the UNFCCC COP Presidencies, UNCCD, and the biodiversity COP, and expanding the Convergence Initiative (launched by the UN Deputy Secretary-General at COP28) to additional countries. The Hub will also foster greater alignment and synergies with other global forums and processes relevant for food systems transformation, such as the Committee on World Food Security (CFS), the 2027 SDG Summit, and other relevant gatherings.

↓ **Transformation in Complex Settings**

Plenary Session – UN Food Systems Summit +4 Stocktake (UNFSS+4)





↑ **The Implementation of the CAADP Strategy and Action Plan: Interactive dialogue between African Youth Agri-Food Entrepreneurs and African Leaders**

Featured Event – UN Food Systems Summit +4 Stocktake (UNFSS+4)

## 2.2 Integration of Food Systems Transformation into Regional Frameworks, and Initiatives

Over the past biennium, the Hub has nurtured institutional relations with actors of the regional ecosystem of support. These have resulted in a number of concrete collaboration opportunities directly responding to national and regional needs, which will be taken forward in the next biennium.

Working through the Special Envoy for Food Systems of the African Union Commission, the AU Representatives in Addis Abeba, the African Union Development Agency and New Partnership for Africa's Development (AUDA-NEPAD), the UNCTs, the Coalitions of Action and the Comprehensive Africa Agriculture Development Programme (CAADP) Development Partners Group, the Hub will continue to support the integration of food systems transformation into regional frameworks such as the **CAADP Kampala Declaration**, its Implementation Guidelines and its M&E frameworks. To promote policy coherence and integration of food systems transformation within Africa's continental and regional development frameworks, the Hub will continue to support alignment across agriculture, nutrition, climate, environment, and trade agendas.

Over the next biennium, the Hub will continue organizing regional meeting with the National Convenors, aligned and back-to-back (as permitted by schedules) with the Regional Fora on Sustainable Development (RFSD); explore integration and partnerships with other regional frameworks and initiatives, such as with the Community of Latin American and Caribbean States (CELAC) for the integration of food system approaches into the CELAC Plan for food security, nutrition and the eradication of hunger 2030; the Asia-Pacific Adaptation Network (UNEP) and the ASEAN, SAARC, SIDS for the Asia Pacific.

## 2.3 Global Advocacy and Compelling Narrative on Food Systems

The Hub will continue to build a **compelling global narrative** on food systems transformation, maintaining momentum following UNFSS+4, and laying the groundwork toward the next Stocktake in 2027. In order to do that, the Hub will tap into the knowledge and emerging models and the database of good practices documented under Pillar 3. Members of the Advisory Group recognized the Hub's success in galvanizing action on food systems transformation and encouraged a sharper focus on its role as a matchmaker between country priorities and the support offered by the Ecosystem of Support. This includes providing regular, structured updates on National Convenors' priorities and country needs to better connect political momentum, technical expertise, and financing—particularly in light of persistent constraints related to political will and insufficient investment at scale.

Donor consultations underscored the need for the Hub to clearly articulate its distinct value proposition within a rapidly evolving food systems landscape, including in light of the UN80 reform agenda. With tightening ODA budgets, donors emphasized efficiency, consolidation, and complementarity— highlighting the importance of avoiding duplication and positioning the Hub as a catalytic coordinator rather than an implementing substitute. The Hub's multi-agency structure was identified as a core comparative advantage, enabling coherence, shared ownership, and scalability across otherwise fragmented multilateral efforts. Donors encouraged a deeper and more systematic collaboration across the UN system to reinforce food systems transformation as a cross-cutting priority anchored in existing institutional mandates.

Efforts will be increasingly geared towards producing strategic, action-driven communications that highlight tangible country results, **human-centered stories**, and national progress; enhancing multimedia content production; strengthening global media engagement; and advancing **joint advocacy and visibility** of impact with UN agencies, coalitions, regional bodies, and other partners. In consultations, RCs emphasized the need for stronger global advocacy with Member States, ensuring that international messaging and campaigns are closely aligned with country priorities and emerging national pathways.

Looking ahead to 2030, Advisory Group members highlighted that the success of the UNFSS process should be assessed through a strengthened narrative demonstrating: (i) improved multistakeholder collaboration for food systems transformation; (ii) mobilization of new and additional resources; and (iii) the extent to which countries have received sustained technical assistance to advance their national pathways. Development partners also encouraged stronger visibility of National Convenors' roles and experiences, including through storytelling that highlights progress, challenges, and the evolution of national pathways. Showcasing what it means to be a National Convenor, and how national pathways are being operationalized, was seen as a powerful way to humanize impact and anchor global advocacy in country realities.

These efforts will also ensure greater coherence across Hub initiatives and will support National Convenors and partners to better communicate achievements and lessons learned through the Hub’s communication channels. This will include **strengthened use of the Hub website as the primary repository of tools, updates, and country stories**; more systematic deployment of targeted newsletters and thematic briefs for policymakers and UN counterparts; expanded social media outreach tailored to youth networks, practitioners, and the broader development community; and curated communications products for high-level audiences, including member States (i.e., PRs, Convenors), development partners, and senior UN leadership. Dedicated multimedia assets such as short videos, data visualizations, and interactive web features will complement written content, ensuring the Hub can reach diverse audiences with clear, engaging, and evidence-driven messages on food systems transformation. Donors further encouraged the Hub to strengthen its narrative by explicitly linking food systems transformation to already institutionalized UN processes and regional frameworks, while retaining its role as a catalyst and trusted partner across global, regional, and national levels.

While recognizing the Hub’s strong performance as secretariat of the UNFSS process, development partners called for greater continuity and visibility of the Hub’s work between Stocktakes. Proposals included regular development partner briefings or sounding boards to share progress, gather strategic feedback, and reinforce clarity on priorities, results, and country-level impact.

↓ **High-Level Closing: Steering the collective course toward 2030: From Addis to Belém, Doha, Yerevan, and New York**  
Plenary Session – UN Food Systems Summit +4 Stocktake (UNFSS+4)



## 3. Science, Innovation & Knowledge



### SCIENCE, INNOVATION & KNOWLEDGE

- Engaging scientific community & linking to countries
- Innovation and AI
- Measuring food systems transformation
- Knowledge repository, guidance & practices

This Pillar focuses on harnessing science, technology, innovation, and systems thinking to advance long-term, country-led food systems transformation. Engaging scientific groups helps countries address systemic barriers and policy gaps through collaboration across governments, science, philanthropy, and civil society. The Hub promotes generation, translation, and application of evidence to strengthen food systems as accelerators of the SDGs and drivers of systemic change.

Consultations with the Scientific Advisory Committee (SAC) highlighted the need to shift engagement from global guidance to direct support for nationally led, co-created processes, such as updating national pathways or developing policies and strategies, including through Hub flagships and dialogues. The Hub will also support innovation, intergenerational collaboration, and reinforcement of the global ecosystem for science and knowledge to prepare future leaders for equitable, resilient, and sustainable food systems.

The Hub will continue building its Database of Practices in food systems transformation by compiling, analyzing, and validating successful country examples and contributing to a knowledge repository. It will also enhance support for national monitoring frameworks, in partnership with the Countdown Initiative, in response to the National Conveners' survey calling for stronger data systems and analytical capacity.

### 3.1 Engaging the Scientific Community: Sharing Knowledge and Strengthening the Science- Policy-Society Interface

The **Scientific Advisory Committee (SAC)** supports credible, independent, and science-based advice to ensure the Hub's transformation efforts are grounded in evidence-based knowledge. The Hub will continue to provide the **secretariat function** for, and support to the substantive activities of the SAC, whilst also supporting ongoing efforts to review its modalities and develop a new work plan, to enhance SAC's responsiveness to national conveners' and countries' specific data and knowledge needs. RCs and UNCTs emphasized the need for

practical implementation support, including governance toolkits, terms of reference, coordination playbooks, and monitoring frameworks, to link science-policy guidance to actionable solutions at country level.

In 2026–2027, the SAC will consolidate its scientific outputs and strengthen its advisory role by advancing the Committee’s consolidated **three thematic workstreams**—focusing on planetary boundaries, governance, and metrics & data—while deepening collaboration with scientific networks and national partners.

The SAC will also **enhance its science–policy–society interface** through practical country and regional engagements, ensuring that knowledge products respond to policy demand and inform implementation across diverse contexts, and support countries to advance integrated policy and unlock financing at scale. Advisory Group members reinforced the importance of systematically integrating One Health approaches, nutrition outcomes, and alignment with planetary boundaries into science–policy–society engagement as essential dimensions of coherent, future-oriented food systems transformation.

Through its support under this work stream, the Hub will strengthen knowledge-based solutions, promote peer-to-peer learning, South–South cooperation, and capacity-building in science and innovation. Working closely with the Resident Coordinators, UNCTS, the SAC and civil society, the Hub will continue to foster science–policy–society interfaces at the country level and expand knowledge sharing on how to operationalize systems approaches to food systems transformation. SAC members also emphasized the importance of better mobilizing regional and international science networks and linking them to national-level processes, building on the expertise of national academies of science, research institutes, regional academies, and other locally trusted academic actors to contextualize global evidence within national food systems priorities and actions. This includes mapping and mobilizing national scientific networks to support national pathways and identifying pilot countries for more direct SAC engagement, in collaboration with the Hub, to test modalities, generate lessons, and demonstrate policy impact. This includes organizing roundtables, webinars, and publications, and facilitating co-creation and diverse stakeholder participation. Key areas for potential focus include tackling the triple planetary crises, ensuring digital equity amid the expansion of AI, embedding rights-based approaches, and strengthening governance systems.

Between 2026 and 2027, efforts will focus on strengthening Science-to-Policy CoLabs, launching Youth Academies on systems change and professional development, and expanding foresight and data capabilities. This work will be carried out through close collaboration between the Hub team, the Scientific Advisory Committee (SAC), UN Country Teams, and specialized partners such as Foresight4Food and other technical institutions. Together, these partners will help translate the latest scientific insights into national action, ensuring that evidence and innovation directly inform policy and practice. Consultations also highlighted the need to strengthen SAC engagement in regional processes, including greater participation in Hub-convened regional meetings and the updating of regional thematic papers (e.g. Africa, Asia, Latin America) to reflect evolving global and regional realities. Participants further emphasized closer alignment with the Committee on World Food Security/High-Level Panel of Experts and other global research initiatives to reduce fragmentation and maximize impact under resource constraints, alongside reinforcing SAC’s internal coordination, leadership, and accountability through regular meetings, structured workstreams, clear deliverables, and defined timelines for 2026.



↑ **Advancing Accountability through Science Advisory Committee (SAC)-led Session**  
Stakeholder Action Session – UN Food Systems Summit +4 Stocktake (UNFSS+4)

## 3.2 Harnessing Innovation and Artificial Intelligence

**Innovation** will form a core element of the Hub’s support to countries. The Hub will leverage the innovation pipelines, accelerators, and digital solutions developed across RBAs and other UN agencies and key partners, **identify scalable innovations**, and connect governments with emerging tools, technologies, and practical models that enable more efficient, inclusive, and climate-responsive food systems transformation. This collaboration will ensure that countries can access and adapt cutting-edge solutions while strengthening national capacities for experimentation, learning, and continuous improvement.

**Artificial Intelligence (AI)** is becoming increasingly relevant for food systems transformation. The Hub will explore opportunities to elevate partner-led work on responsible, inclusive, and context- appropriate digital solutions. Through collaboration with UN agencies, technical institutions, and initiatives such as Food Systems Dashboard (<https://www.foodsystemsdashboard.org/>) and emerging global strategies on AI for food systems, the Hub will facilitate knowledge exchange and help connect countries with relevant expertise and learning opportunities.

Particular attention will be given to approaches that promote equitable access to data and digital tools. By convening insights across partners and highlighting practical entry points, the Hub will support countries in navigating the evolving digital landscape and integrating AI-related considerations into broader efforts to achieve efficient, inclusive, and sustainable food systems transformation.

### 3.3 Tracking and measuring outcomes of food systems transformation

In 2025, Country Progress Reporting highlighted that about one-third of reporting countries were actively working on Monitoring and Evaluation (M&E) systems to track the progress of their national Food Systems Transformation (FST) initiatives. Monitoring systems, frameworks, and tools to track progress and outcomes of food systems transformation actions were highlighted as an area requiring additional support. The recent National Conveners' Survey further highlighted strengthening of national monitoring frameworks, data systems, and indicator harmonization and guidance as key priority areas to help measure transformation at country level. Some Advisory Group members further emphasized the need to strengthen accountability mechanisms, including through peer review processes, to ensure follow-through on commitments and reinforce trust, transparency, and learning across countries and partners.

During the 2024-2026 Work Plan, The Hub partnered with the **Food Systems Countdown Initiative (FSCI)** to define common indicators to track food system transformation and piloted them in three countries. Over the next workplan, the Hub and the FSCI will seek to mobilize resources to roll out the initiative in ten additional countries and document lessons learned from successful M&E approaches. The Hub will partner with the **FSCI, UNDP MEL** within the context of the UN Task Force on Food Systems, and the **Joint SDG Fund**, to respond to the countries' M&E requests for capacities to track progress and measure outcomes of food systems transformation actions.

↓ [From Riyadh to Mongolia: Bridging Action for Agroecology and Soil Health to Transform Food Systems](#)  
Side Event – UN Food Systems Summit +4 Stocktake (UNFSS+4)



### 3.4 Knowledge Repository on Food Systems, Systems Approaches Guidance, and Practices

Consultations with diverse stakeholders have **confirmed the Hub's value add as the global convenor and repository of food systems knowledge and practices**. Over the next biennium, the Hub will strengthen its role as a knowledge repository on food systems transformation by compiling, analysing, and systematizing successful country examples and practices emerging from Pillar 1. This effort will document and validate models of transformation and provide a global public good, a comprehensive knowledge base to support evidence-informed action. Consultations with development country partners further highlighted the need for stronger, more accessible evidence of food systems transformation. In particular, donors emphasized the value of a publicly accessible national pathways database and clearer, regularly updated information on country progress and priorities to support transparency, learning, and strategic investment decisions.

The Hub will continue to organize **the Food Systems Solutions Webinar (FSSW) series** to increase public awareness about various food systems-related topics. The webinar themes will be aligned with the global commitments and outcomes of the UN Food Systems Summit Stocktakes and the subsequent UN Secretary-General's Calls to Action.

The **Database of Good Practices** serves as a global knowledge platform to collect, verify, and showcase transformative actions, projects, and policies that contribute to sustainable food systems transformation. It supports countries and stakeholders by facilitating peer learning, promoting innovation, and enabling evidence-informed decision-making. In 2026–2027, this activity will focus on scaling up the platform's reach, enhancing data analysis and peer-review systems, and promoting user engagement through communication, capacity building, and targeted outreach campaigns.

Finally, over the next biennium, the Hub will enhance its **"Food System Transformation and Pathways Dashboard"** a digital platform for collecting, organizing, and visualizing country-level data.

Built on the legacy Summit Dialogues portal, the dashboard integrates both qualitative and quantitative information, enabling countries, coalitions, and global partners to track progress, compare trends across years, and make informed strategic decisions. In 2026–2027, the Hub will deploy the next-generation dashboard, which will provide relational data structures, advanced visualization, dynamic comparisons (2021–2023–2025 cycles), and an improved user experience.

## 4. Cross-Cutting: Strategic Financing



### STRATEGIC FINANCING

#### Mobilizing, Scaling, Repurposing Financing for Food Systems Transformation

- Empowering countries with financial intelligence for more effective & tailored food systems financing strategies
- Advancing action-oriented partnerships for financing and investment

Funding windows and mechanisms coordinated:

- SDG Fund – Food System Window
- Agri-Food Systems Accelerator
- FAO Investment Center
- WFP’s World Food Invest Initiative

Food systems financing—particularly systemic, SDG-aligned finance at country level—will remain a strategic priority **of the Hub’s Workplan**. The Hub’s work through IFAD and the World Bank during the 2024–2026 Work Plan was instrumental in advancing food systems financing for country-led transformation by strengthening IFI coordination, enabling government access to financial intelligence, generating evidence to benchmark progress on financing commitments, and catalyzing strategic country exchange platforms for food systems financing. Despite gains in domestic resource mobilization and modest growth in external finance, overall funding remains inadequate and insufficiently aligned with national pathways, while local agrifood SMEs continue to face limited access to affordable finance.

A recent Hub survey highlights strong demand from Conveners for support to mobilize funding, build investment pipelines and bankable proposals, navigate IFIs, climate and philanthropic finance, and better align humanitarian, development, and climate financing. At UNFSS+4, the Secretary-General renewed calls to scale domestic and multilateral finance, derisk private capital—particularly for SMEs— and equip countries with financial intelligence, underscoring the urgency of country-led financing solutions amid rising debt, conflict, climate shocks, and trade tensions. Building on achievements, IFAD will continue to lead the Hub’s financing strategic pillar, mobilizing the ecosystem of support around three action-oriented outputs.

## 4.1 Empowering countries with financial intelligence for more effective food systems financing strategies.

Aligning with the UNFSS+4 Call to Action, IFAD, GAIN, AKADEMIYA2063, will respond to requests from ten governments—Bangladesh, Benin, Central African Republic, Côte d’Ivoire, Indonesia, Kenya, Nigeria, Rwanda, Sierra Leone, and Tanzania—to access the 3FS, largely through UN Resident Coordinators, to generate in-country financial intelligence for food systems financing strategies. In a constrained food finance landscape, this surge in demand reflects growing government recognition of the need for country-level visibility across domestic, development, and private finance to identify opportunities, anticipate gaps, assemble appropriate financing instruments, and manage risks in advancing national pathways in a constrained global financing environment. This support will be complemented by targeted capacity building for UN Resident Coordinators and UN Country Teams to strengthen their ability to interpret food systems financial intelligence, engage IFIs and other financiers, and effectively support governments in advancing and financing national pathways.

**Expected Outcome:** Stronger, evidence-based, and better-aligned national food systems financing strategies.

↓ **Increased and Targeted Investment through Public-Private Partnerships**  
Investment Dialogue – UN Food Systems Summit +4 Stocktake (UNFSS+4)



## 4.2 Scaled concessional and catalytic financing for country-led food systems transformation

Amid constrained global finance, activities will focus on coordination for scaling, maximizing, and mobilizing concessional and catalytic financing to enable country-led food systems transformation, particularly in high-need and fragile contexts, including the following:

**IFAD**, through the **IFI Forum for Food Systems Transformation**, will seek to strengthen IFI collaboration and ensuring connection between major commitments such as ADB's pledge to food systems by 2030, IFAD's Fourteenth Replenishment, and the World Bank's Agri-Connect platform.

Catalytic financing will be advanced through the **Joint SDG Fund**, led by the Hub, which supports UNCT-led efforts in 41 countries to develop bankable pipelines, mobilize private capital, strengthen national capacities, and align financing with national pathways.

Public development finance will be further leveraged through the **Coalition of Agricultural Public Development Banks** led by IFAD and AFD, which brings together 138 PDBs to mobilize green and inclusive finance, strengthen institutional capacity, scale de-risking instruments, and align public investment with sustainable food systems outcomes. With assets totaling approximately USD 2 trillion and accounting for around two-thirds of public financing to agriculture, PDBs play a critical role in mobilizing food systems finance.

**Expected Outcome:** Coordination for concessional and catalytic finance strengthens implementation of national pathways by closing structural financing gaps, improving resilience and incomes for agrifood SMEs, and derisking private investment in line with UNFSS Calls to Action.

## 4.3 Advancing Action-Oriented Partnerships and Platforms for Food Systems Financing

Strategic partnerships that connect decision-makers, investors, and agrifood SMEs will be prioritized to mobilize financing for food systems transformation, with a particular focus on supporting the next generation of agri-youth entrepreneurs. Emphasis will be placed on partnerships delivering concrete, actionable financing solutions that can be leveraged through global forums and policy processes to keep food systems financing high on the agenda.

**Expected Outcome:** Partner convening around scalable solutions unlocks new financing, elevates NextGen agrifood entrepreneurs in policy dialogue, and accelerates inclusive, country-led food systems financing.

## 5. Cross-Cutting: Strategic Partnerships



### STRATEGIC PARTNERSHIPS

#### Giving Voices to Constituencies, Harnessing Youth & Engaging Ecosystem of Support

- Operationalization of UNFSS4 Youth Declaration and roll-out of 2<sup>nd</sup> phase of Youth Leadership Programme
- Enhanced engagement with UNFS Task Force and SENA group
- Enhanced/more strategic engagement with coalitions
- Collaboration with Global Alliance Against Poverty and Hunger, SUN Network, UN-Nutrition, etc.

### 5.1 Amplifying Youth & Engaging Ecosystem of Support

The UNFSS+4 process was successful in mobilizing Non-State Actors with over 500 submissions to the independent stakeholder report, a growing representation in regional meetings, and over 1,500 participants at UNFSS+4. However, consultations have emphasized the **need for more deliberate, structured efforts by the Hub to engage Non-State Actors** through a revised Stakeholder Engagement Roadmap. This is also in line with the clear need articulated by the UNSDG and by Resident Coordinators to develop 'deal rooms' among diverse partners to support impactful national initiatives for food systems transformation.

The vision under this workstream is to provide a conducive platform and environment for non-State Actors to be more involved in food systems policy processes and multi-stakeholder governance mechanisms, to effectively contribute to food systems transformation discourses and efforts at global, regional, national and sub-national levels. Accordingly, the Hub will strengthen collaboration with the "Stakeholders Engagement and Networking Advisory Group", **SENA Group**, which brings together a variety of stakeholders, including women, youth, Indigenous Peoples, and private sector.

The **Agrifood Systems Accelerator** has been launched in the UNFSS+4 as a partner-led mechanism designed to support countries in translating food systems commitments into prioritized, investment-ready actions. The Accelerator will provide **targeted, time-bound support to help countries prioritize, sequence, and design high-impact agrifood systems initiatives**, strengthen coherence across humanitarian, development, and climate action, and enable more effective engagement with private sector actors and development finance institutions

to unlock catalytic and blended finance. Through this function, the Hub will reinforce its role as a connector and integrator, supporting countries to move from planning to implementation.

Building on the strengthened engagement with **business** at UNFSS+4, collaboration with this constituency will be a priority. The Business Engagement Group (Co-chaired by FAO, UN Global Compact, and WBCSD) will be the primary vehicle for dialogue, while the ASF Accelerator can be a catalyst for investment aligned with country priorities. The Hub will also re-engage work around an Accountability Framework.

With the goal of cultivating a well-informed next generation of food systems leaders, the Hub will launch a **second phase of its Young Leadership Programme (YLP)**. Building on its success in 2023–2025 and the momentum of the **UNFSS+4 Youth Declaration**, the next phase will expand youth participation, position young people as policy co-creators working alongside National Convenors, researchers, innovators, and civil society to drive transformative change across food systems, expand the vibrant Youth Alumni Network, and activate Science-to-Policy CoLabs to accelerate the implementation of national pathways. In a recent survey with RCs and UNCTs, it was emphasized that the value of embedding youth as policy co-creators and expanding structured multistakeholder platforms to engage private sector actors, youth, and Indigenous Peoples in national food systems transformation processes. In fact, from 2026 onward, the Youth Initiative will advance seven interconnected action areas: developing robust youth engagement metrics, providing systems leadership training, supporting entrepreneurship, promoting equity and foresight, strengthening community data, and embedding youth within governance networks.

Building on progress made during past Hub workplans, this workstream will also enhance strategic collaboration with active **Coalitions of Actions** (while discontinuing inactive Coalitions), ensuring better coalition alignment with national food systems transformation work, strengthened cross-coalition collaboration, and amplified advocacy, knowledge sharing, and partnerships, to scale impact, visibility of Coalitions work, and country-level engagement. This will be done through the development of a joint road map for enhanced engagement between the Hub and the CoAs.

↓ **Multisectoral Governance to Scale up Impacts of Investments in Local Food Value Chains**  
Side Event – UN Food Systems Summit +4 Stocktake (UNFSS+4)



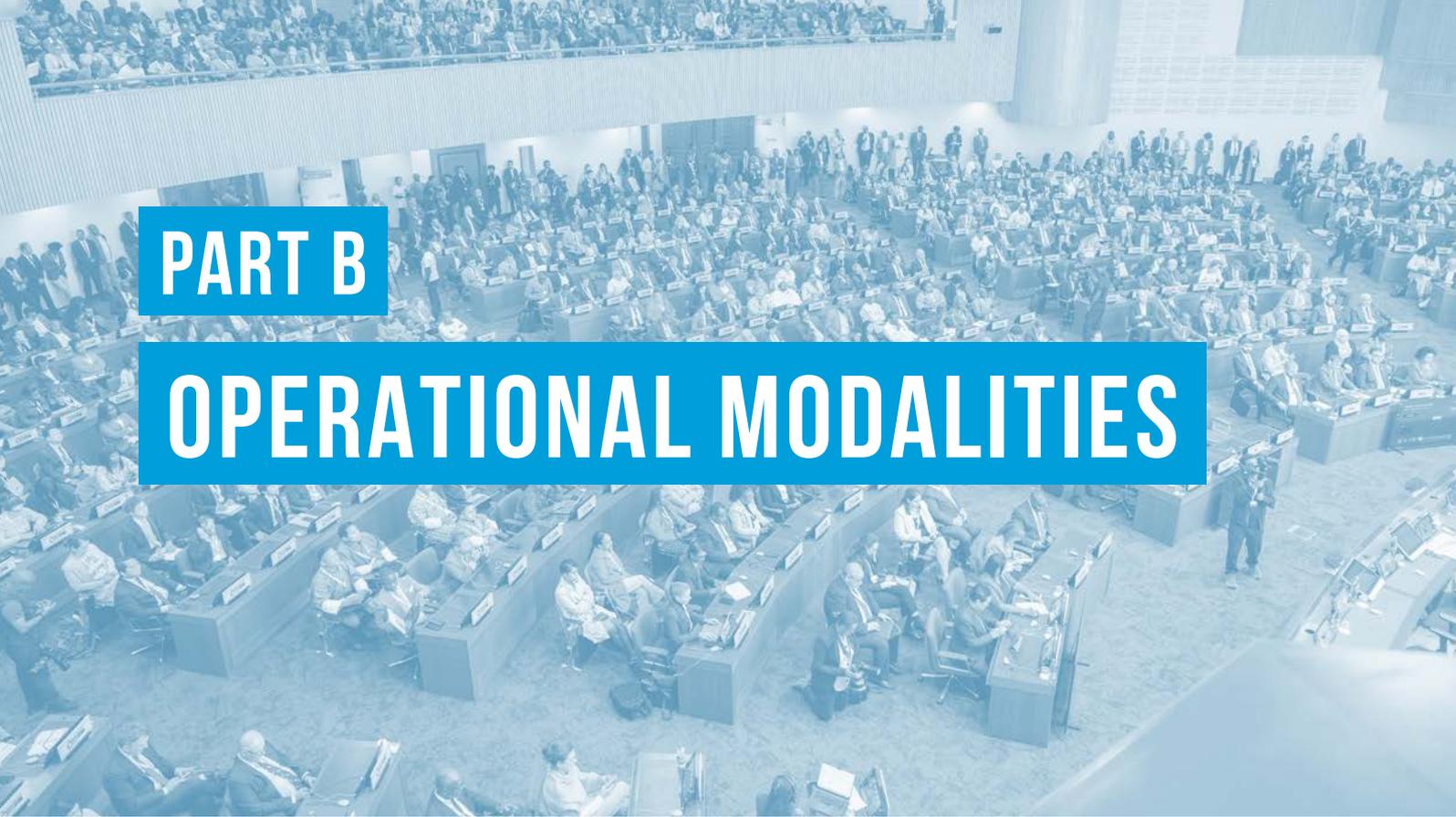


↑ **Strengthening Enabling Conditions through Effective Policy Mechanisms**  
Investment Dialogue – UN Food Systems Summit +4 Stocktake (UNFSS+4)

Over the next biennium, the Hub will strengthen collaboration with the **Global Alliance Against Poverty and Hunger**, the **SUN Network**, and the **UN-Nutrition** to further converge the Food Systems Transformation and Nutrition Agendas. Likewise, the Hub will explore engagement with the Climate Promise to further converge the Food Systems Transformation and Climate Action agendas, including through joint support to countries to integrate food systems priorities into NDCs, align national pathways with climate finance and investment planning, and leverage RC- and UNCT-led coordination to connect food systems action with climate policy and finance processes. The **Conscious Food Systems Alliance convened by the UNDP**, bringing together a range of actors across disciplines, working on mindset, approach, values, and skills, will be a meaningful partner of sustained and deepened momentum, with an important milestone being the Global Conscious Food Systems Summit hosted by the government of Bhutan in August 2026.

Finally, the Hub will work closely with the **UN Task Force on Food Systems** to better serve and respond to country needs. The UN Taskforce on Food Systems pools together key food systems-related expertise from over 40 UN entities to enable a “whole of UN system approach”, globally, regionally and in countries. The Hub will collaborate with the UNTF on key strategic issues in support of its global mandate to facilitate and coordinate UN system support to country-driven food system transformation, including through the update of the “Resident Coordinators’ Thinking Guide on Food Systems”.

RCs and UNCTs have emphasized the value of training on systems thinking, the importance of capturing and scaling best practices from national interventions and indicated moderate awareness and use of the Food Systems Thinking Guide, highlighting the need for practical modules, covering finance, trade-offs, and templates, to enhance adoption and application in country-level programming.



## PART B

# OPERATIONAL MODALITIES

## Governance and coordination arrangements

The Hub was designed to be a UN institutional innovation, grounded in the United Nations reform, and uniting efforts from various UN Agencies. **At the heart of the global food systems architecture**, the Hub's role is to **coordinate, facilitate, and convene**, leveraging the unique competencies of each of its supporting agencies. To enable effective collaboration, coordination arrangements, and a clear division of roles between the Hub and its supporting agencies continue to be critical for harnessing the richness of their respective mandates and strengths.

The strategic work, decision-making and engagement of the Hub is **steered by an Oversight Steering Group**, chaired by the UN Deputy Secretary-General (DSG) comprising the Principals of the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD), the World Food Programme (WFP), the UN Development Coordination Office (UN DCO), and the UN Task Force Leads (currently UNDP).

The Advisory Board will continue to deepen engagement with a diverse group of leading voices to leverage their influence and mobilize networks, constituencies, and institutions across sectors and regions. Drawing on their deep experience and specialized expertise, the members will help anticipate emerging trends in the evolving global food systems landscape and serve as a platform to advance policy-relevant ideas and solutions at local and global levels, contributing to impactful and sustained food systems transformation worldwide.

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

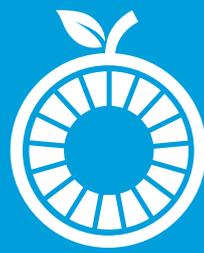
To promote joint ownership, the “**Management Consultative Team**” comprising senior UN officials from the UN agencies that provide direct support to the Hub (either secondments/assignment of staff or allocation of substantial financial resources) will continue to meet regularly. These officials (one per UN agency) will not be from the staff to be seconded/assigned to the Hub, but will be other senior officials who will also ensure the continuous engagement of the UN agencies with the Hub.

These detailed arrangements are essential for guiding mutual and reciprocal accountabilities, delivering tangible results, enabling effective reporting, and facilitated strategic oversight by the Oversight Group. It is recognized that the coordination arrangements will not fully capture the complexity and richness of interactions and interdependencies between the Hub and supporting agencies and that ambiguities will be addressed collaboratively, as they will arise. Under these arrangements, the Hub will maintain overall responsibility for ensuring strategic focus, functioning, and accountability for its work.

## Staff Structure

The Hub operates under the leadership of the FAO Office of Sustainable Development Goals (OSG), in close cooperation with the Rome-Based Agencies and the Office of the UN Deputy Secretary-General. The Director of OSG also serves as Director of the Hub. The Hub team comprises staff seconded from FAO, WFP, and IFAD; project-based or seconded professional staff and JPOs funded by development partners, including Germany, the European Union, Italy, the Netherlands, Sweden, and Switzerland; as well as junior consultants and interns.





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