

Ghana

Dialogues as drivers of inclusive and actionable food systems transformation

Ghana's approach to developing its food systems transformation pathway was rooted in broad-based, iterative dialogues that extended well beyond consultation into the co-creation of national commitments. Led by the National Development Planning Commission and the Ministry of Food and Agriculture, the process convened over 300 stakeholders through national, sub-national and thematic discussions, ensuring a whole-of-society approach that fed directly into the country's updated pathway and investment strategy.

Inclusion: Widening the circle of stakeholders

Ghana's dialogues brought together stakeholders from across society—government ministries, farmers, youth, Indigenous Peoples, private sector, civil society, scientists, and development partners. A national-level facilitator team ensured balanced participation across six thematic areas, while regional sessions and targeted outreach brought in voices from women's organizations, academia, faith-based groups, and local governments.

Each session included breakout groups with thematic facilitators and rapporteurs, supported by tailored guidance notes. Participants were empowered to surface real-life challenges, articulate aspirations, and influence national direction through structured inputs.

Why it matters: Inclusivity goes beyond attendance—Ghana designed processes that gave voice, visibility, and decision-making influence on a wide range of actors often left out of formal policy spaces.

Trade-offs and gaps: Confronting complexity in food systems

Dialogue topics ranged from food trade and financing to climate resilience, women, and youth in food systems. Thematic discussions were anchored in evidence—scene-setting papers, strategic frameworks, and real-time synthesis reports. Participants were encouraged not only to identify opportunities but also to openly confront trade-offs and tensions between agendas.

For instance, trade facilitation was debated alongside nutrition outcomes; climate-smart practices were weighed against productivity targets; and public vs. private investment strategies were carefully dissected.

Why it matters: Effective dialogues help participants move from consensus-building to strategic negotiation—surfacing contradictions and aligning on what matters most.

Ownership: From conversations to commitments

Ghana's pathway document and investment plan are a direct outcome of its dialogues. Recommendations from the sessions were synthesized into policy priorities and tracked through a multi-agency coordination mechanism. The updated pathway aligns with Ghana's Medium-Term National Development Policy Framework (2022–2025), linking dialogue outcomes with real institutional and budgetary processes.

The process strengthened accountability by building buy-in from stakeholders who now recognize their ideas and language in national policy.

Why it matters: When dialogue outputs are reflected in national plans, they build credibility and momentum. Ownership becomes visible through implementation.

Related resources

- [Ghana - Strategy and Investment Plan](#)
- [Ghana – National Food Systems Dialogues Concept Note](#)
- [Ghana's Food Systems Transformation Pathways: The Road To 2030](#)

Guatemala

Iterative and inclusive dialogues for strengthened food systems action

Guatemala held three national dialogues in 2021 that informed the development of its food systems pathway, together with the National Food and Nutrition Security Policy (POLSAN). In 2024, with the UN Food Systems Coordination Hub support and the Danish Fund, a structured two-phase process engaged 14 public institutions, academia, civil society, producers, and Indigenous Peoples. This led to an updated national pathway and a first proposal for the action plan for sustainable food systems. An inter-institutional dialogue validated the outcomes and reinforced cross-sector alignment for implementation.

Related resources

- [Guatemala - Food Systems Dialogue 1 Concept Note](#)
- [Guatemala - Food Systems Dialogue 2 Concept Note](#)
- [Guatemala – Report Form for National Food Systems Dialogues](#)

Costa Rica

Strengthening the pathway through policy coherence

Costa Rica followed the same key steps as Ethiopia—conducting diagnostics from national dialogues, aligning policies through qualitative research, coordinating efforts, and setting up monitoring systems. In addition, Costa Rica went further by performing a policy gap analysis to identify missing food systems priorities and opportunities within national frameworks. This analysis guided actions to address those gaps. A cross-sectoral virtual workshop then validated the proposed actions, clarified institutional responsibilities, and ensured political feasibility with assigned parties and financing. Monitoring is managed by a dedicated technical platform with clear indicators, responsible actors, and quarterly follow-ups.

Related resources

- [Costa Rica – National Food Systems Transformation Pathway](#)

Ethiopia

Building a food systems pathway with coordination at the core






Ethiopia's food systems transformation pathway is grounded in an inclusive, evidence-based process and a theory of change framework that connects diagnostics with policy action and investments. The pathway, co-led by the Ministries of Agriculture and Health, provides a clear national direction, strongly linked to global goals and embedded in institutional planning.

Challenges diagnosis: From evidence to consensus

During the 2021 UN Food Systems Summit, Ethiopia began by defining its food systems challenges through a consultative national stocktaking process, resulting in a technical synthesis report. Core issues identified include food insecurity, child stunting, unsustainable land use, climate vulnerability, and gender inequality. These were mapped using a systems lens to understand root causes and interlinkages, forming the basis of a national theory of change that guided subsequent prioritisation.

This process brought together over 100 experts and stakeholders from across the Ethiopian government, bilateral and multilateral partners, NGOs, civil society, farmer groups and trade associations, and the private sector. The challenges were then mapped using a systems lens to understand root causes and interlinkages.

Figure I: Key challenges identified by the Ethiopian pathway

 AT 1: ensure access to safe and nutritious food for all	 AT 2: shift to sustainable consumption patterns	 AT 3: boost Nature positive production	 AT 4: Advance equitable livelihoods	 AT 5: Build resilience to shocks & stress
1.1 Low availability & affordability of nutrient – dense foods	2.1 Low dietary diversity, especially among infants, children & mothers	3.1 Lack of access to agricultural inputs and technologies	4.1 Weak market linkages	5.1 Limited climate adaptation and resilience
1.2 Lack of food safety management infrastructure	2.2 Shift towards unhealthy diets, especially in urban areas	3.2 Lack of access to agricultural and rural financial services	4.2 Limited value addition and processing capacity	5.2 Need for integrated risk and crisis management
1.3 Lack of food fortification, processing and packaging	2.3 Limited dietary guidelines and education	3.3 Soil depletion	4.3 High post-harvest losses	5.3 Need for universal food access, especially in vulnerable areas
		3.4 Lack of adoption of agro-ecological practices	4.4 Weak institutional support	
		3.5 Weak land ownership management infrastructure		

Why it matters: A solid diagnostic framework ensures that priorities are grounded in local realities. Beginning with problem identification and analysis enables the development of home-grown, context-specific solutions.

From priorities to policy alignment: A national agenda linked to global goals

To respond to its food systems challenges, Ethiopia identified 14 action areas, each closely aligned with the UN Food Systems Summit Action Tracks, the SDGs, and the African Union (AU) CAADP framework. These action areas serve as the operational backbone of the pathway and reflect Ethiopia's commitment to integrated systemic transformation.

Figure II: Ethiopia's 14 food systems action areas aligned with the UNFSS global action tracks and SDGs



The pathway is firmly coherent with national policy frameworks—including the Ten-Year Development Plan, the Climate-Resilient Green Economy Strategy, and the National Food and Nutrition Policy— positioning the pathway inherent in these frameworks while also contributing to create the enabling environment to achieve the SDGs and the Paris Agreement. This alignment paves the way for food systems priorities to be integrated into investment decisions, planning instruments, and both sectoral and inter-sectoral coordination platforms

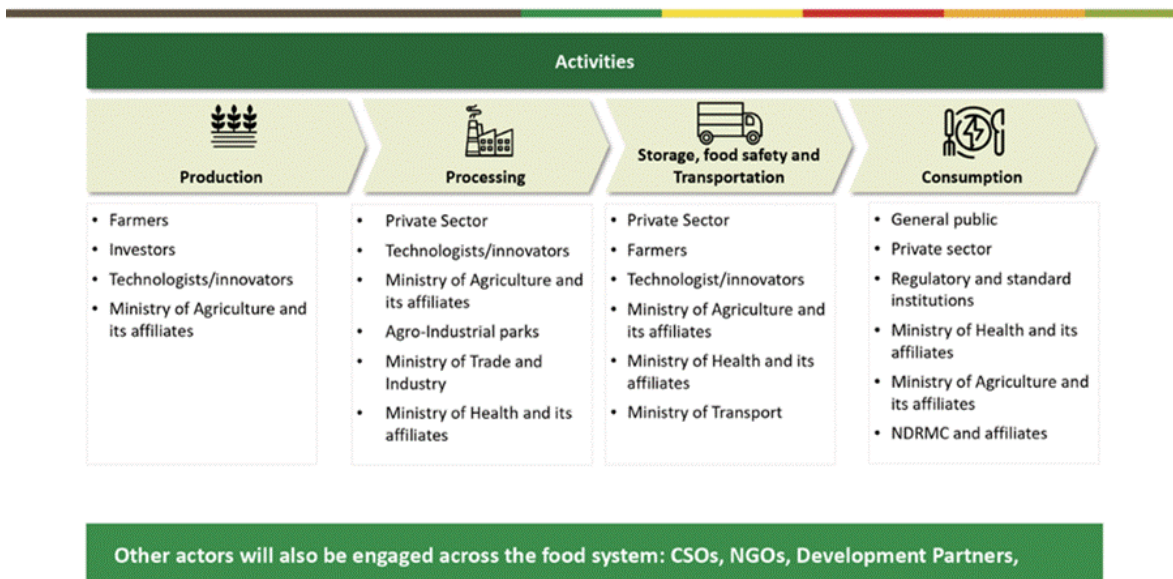
Why it matters: Linking national actions to global frameworks enhances coherence, unlocks investment potential, and drives the transformation of food systems. This approach contributes significantly to building resilience and advancing climate, development, and equity goals. Additionally, it helps avoid parallel program processes.

Coordination mechanism: Institutional anchoring across sectors

To operationalize the pathway, Ethiopia formed a national coordination platform co-chaired by the Ministries of Agriculture and Health, with focal points in the Ministries of Environment, Education, and Planning. Multi-stakeholder working groups were formed for priority themes (e.g. nutrition, agri-food livelihoods), supported by technical partners and UN agencies. Coordination also extended to the regional level, with mechanisms to engage subnational governments in implementation. The Ethiopian Agricultural Transformation Institute (ATI) sits at the center of the day-to-day management of cross-sectoral and inter-ministerial coordination functions.

Figure III: Ethiopia's food system coordination mechanism

Who will participate / contributing to the transformation of the Ethiopian Food System?



Why it matters: Cross-sector coordination turns a high-level vision into concrete, distributed responsibilities. It allows whole-of-government efforts with resource allocation and policy coherence harmonised.

Clarity on roles and monitoring systems

The pathway includes a clear role map across lead ministries and identifies support partners for implementation. Ethiopia has initiated the development of a monitoring and evaluation framework linked to national data systems (CSA, NFNSP indicators), and is working with CGIAR, UN partners and GAIN to define outcome metrics and a stocktaking approach specific to food systems.

Why it matters: Clear roles and measurable indicators create the foundation for accountability and adaptive learning.

Related resources

- [Ethiopia - Food Systems Conceptual Framework](#)
- [Ethiopia – Food Systems Dialogue 3: Processes and Results](#)
- [Ethiopia - Ethiopian Food System: The Journey Briefing Document](#)
- [Ethiopia – National Food Systems Transformation Pathway](#)

Bhutan

Designing bankable food systems investments through strategic readiness and integration

Laying the groundwork: Readiness and institutional capacity

Bhutan leveraged Green Climate Fund (GCF) readiness grants to establish foundational systems—clarifying institutional roles, mapping climate risks, and aligning planning with the National Adaptation Plan and Nationally Determined Contribution.

Why it matters: Investment-grade proposals require not just vision but systems. Early readiness investments ensured Bhutan was institutionally and strategically equipped to engage funders.

Enabling architecture: Central coordination and accreditation

The Department of Macro-fiscal and Development Finance, as the National Designated Authority, orchestrated coordination across ministries and with accredited entities like the Bhutan Trust Fund.

Why it matters: A functional NDA-accredited entity architecture is essential for pipeline development, proposal endorsement, and long-term portfolio coherence.

Anchoring investment: GEF-backed food systems and urban projects

Bhutan secured USD 10.6M from the Global Environment Facility (GEF) for a FAO-led food systems project and USD 20M for urban climate resilience, both integrated with national development strategies and biodiversity targets.

Why it matters: Strong anchor projects validate country systems and offer a platform to demonstrate multi-sectoral impact, a prerequisite for scaling.

De-risking through co-financing and conservation revenue

More than USD 62M in co-financing from domestic and donor sources, plus innovative financing via Bhutan for Life, enabled Bhutan to present low-risk, high-leverage investment packages.

Why it matters: Demonstrated co-financing and revenue innovation increase fundability and sustainability, making Bhutan a reliable partner for climate finance.

Whole-system framing: from gross national happiness to food-climate integration

By embedding food systems within a broader well-being and resilience narrative, Bhutan created alignment across ministries—linking agriculture, nutrition, biodiversity, and climate.

Why it matters: Integrated framing helps governments tap multi-focal funds, reduce fragmentation, and build political traction for sustained investment.

Related resources

- [Bhutan to receive USD 10M for FAO-led GEF projects – Business Bhutan](#)
- [Productive and Sustainable Food Systems in Bhutan for Environmental Benefits and Gross National Happiness | GEF](#)
- [Readiness and preparatory support | Green Climate Fund](#)

Indonesia

Government-owned financing strategy anchored in data and multistakeholder planning

Indonesia provides a strong example of a country-led financing strategy designed to support the implementation of its food systems transformation pathway. Anchored in *Vision 2045* and five national priorities, the strategy—led by BAPPENAS—translates policy ambition into actionable, costed investment plans through inclusive processes and scenario-based modeling.

The process was supported in part by financial assistance from the Startup Fund, which enabled the development of the financing assessment underpinning the strategy.

Scenario-based financial planning and national ownership

Indonesia modeled four scenarios for 2024–2030: **Business-as-Usual (USD 60.9B total)**, **Pessimistic (USD 94B)**, **Moderate (USD 121.8B)**, and **Optimistic (USD 245.6B)**. Annual financing under the Pessimistic case equals **0.359 per cent of GDP**. Partial achievement tiers (70 per cent, 80 per cent, 90 per cent) under the Moderate scenario offer annual targets of **USD 12.2B–15.7B**, helping to guide sequenced ambition.

Why it matters: Scenario planning allows policymakers to prioritize, compare ambition levels, and plan financing with realistic, data-based targets.

Priority-aligned costing

The strategy links funding needs to five national priorities:

1. End hunger/improve diets (**USD 73.7B**)
2. Restore natural resources (**USD 61.4B**)
3. Inclusive business (**USD 49.1B**)
4. Local food systems (**USD 36.8B**)
5. Inclusive governance (**USD 24.6B**)

Why it matters: Tying budgets to strategic outcomes supports coordination, resource tracking, and ministry-level planning.

Diverse financing sources and instruments

Mapped sources include public budgets (APBN, APBD), credit (KUR), PPPs, CSR, Islamic finance, philanthropy, crowdfunding and more. Under the Moderate scenario, projected contributions are **38 per cent government, 30 per cent finance, 20 per cent private, 12 per cent donors**.

Why it matters: Diversified financing reduces dependency and matches instruments to function—e.g., innovation, credit, subsidies.

Subnational distribution of financing

The strategy anticipates a 60:40 national-to-local implementation split. Regional governments are key actors in food production, storage, local diet promotion, and traditional food systems.

Why it matters: Decentralisation strengthens local ownership and customises delivery across Indonesia's diverse geography.

Participatory and data-driven approach

Costing is grounded in real food budget data (2019–2024, averaging 3.2–3.4 per cent of the national budget) and developed through multi-actor dialogue involving 20+ agencies.

Why it matters: Inclusive design enhances political buy-in and ensures feasibility within public financial management systems.

Indonesia demonstrates how financing strategies can align national ambition with executable plans—supported by evidence, structured tools, and multisector engagement.

Related resources

- [Indonesia - Action Plan for Financing Strategy Formulation for Food Systems Transformation](#)
- [Indonesia - Presentation: Financing Strategy Formulation for Food Systems Transformation](#)
- [Indonesia - Report: Financing Strategy Formulation for Food Systems Transformation](#)

Jordan

Upgrading fruit and vegetable markets through strategic investment

With catalytic support from the UN Joint SDG Fund, Jordan conducted a rapid value chain analysis for the citrus sector and developed an upgrading strategy that includes proposed investments, financing mechanisms, and action plans for its development. For the broader fruit and vegetable sector, a rapid market systems analysis was developed, leading to a proposed upgrading strategy accompanied by investment and financing proposals, as well as action plans for market system development. Both processes were grounded in participatory analysis and multi-stakeholder engagement.

Kenya

Budget tracking to align spending with transformation goals

Kenya offers a compelling example of how targeted tools can illuminate financial flows and support the implementation of food systems pathways. Through the pilot of the Financial Flows to Food Systems (3FS) tool, co-developed by IFAD and the World Bank, the government gained detailed visibility into food systems-related public and development expenditures. This process, embedded in Kenya's five-year food systems action plan, marked a turning point in institutionalizing budget tracking as a lever for coherence, accountability and reform.

Cross-ministerial engagement and fiscal integration

The pilot was led by the Ministry of Agriculture and Livestock Development in close coordination with the National Treasury. It engaged 20 ministries, departments and agencies across sectors—ranging from health and education to transport and ICT—ensuring a comprehensive mapping of public expenditure. Data were drawn from national budgets and OECD's Creditor Reporting System for international flows.

Why it matters: Broad institutional involvement increases the completeness of data, strengthens ownership, and facilitates integration with fiscal decision-making processes.

Insights from expenditure analysis

Between FY 2018/19 and 2021/22, Kenya allocated USD 6.5 billion in domestic spending to food systems, with a peak during the COVID-19 response. While official development assistance remained stable, other official flows grew significantly. Philanthropic support declined by 27 percent.

Why it matters: Tracking trends helps identify funding gaps, inform resource prioritization, and adapt to shifting financing dynamics.

Strengths of the 3FS tool

The 3FS offers a harmonized methodology, simple visuals, and narrative outputs to make financial data accessible and actionable. It allows governments to analyze alignment with national priorities and supports multi-stakeholder dialogue.

Why it matters: An intuitive tool bridges technical analysis with policymaking, supporting both strategic planning and coordination with partners.

Anchoring budget tracking in national plans

The 3FS pilot is part of Kenya's broader efforts to operationalize its food systems pathway and action plan launched in December 2023. Results are informing national budget cycles and dialogue with donors.

Why it matters: Integrating budget tracking into ongoing planning ensures the process is not a one-off exercise but a sustained mechanism for reform.

Next steps: Institutionalization and scaling

Building on the pilot, Kenya plans to institutionalize the 3FS approach, expand the scope to include private flows, and use results to inform investment prioritization.

Why it matters: Sustained application of the tool supports ongoing coordination, investment readiness, and improved resource use across the food system.

Related resources

- [Kenya – Financing and Investments: 3FS](#)

Kyrgyz Republic

A costed action plan anchored in inclusive governance

Kyrgyzstan's 2025–2030 Food Security and Nutrition Programme stands out for its precision and practicality. Approved by the Cabinet of Ministers in December 2024, the plan was developed through an inclusive, government-led process and is widely regarded as one of the most implementable food systems strategies in the region.

Clear outcomes

The plan defines ten measurable outcomes—including increased domestic food production, improved dietary diversity, expanded school feeding, climate resilience, and digital food security monitoring—closely aligned with SDG targets.

Why it matters: Clear outcomes create a results-based roadmap for investment, coordination, and policy reform.

Actions and tasks

Each outcome is tied to specific actions: seed law reforms, tax incentives for processors, feed zone expansion, and school meal scale-up. Tasks are sequenced by year and linked to technical leads.

Why it matters: Breaking outcomes into actionable tasks ensures immediate operability and shared responsibility.

Defined roles

A delivery matrix assigns leadership and support roles across ministries and partners. The Ministry of Agriculture coordinates, with line ministries leading sector-specific components.

Why it matters: Clear roles reduce overlap, build accountability, and keep momentum across government.

Execution timeline

Annual milestones from 2025–2030 guide implementation. Legal reforms are front-loaded; infrastructure and programme expansion follow.

Why it matters: A sequenced timeline supports adaptive planning and early course correction.

Cost plan and financing

The programme is fully costed at USD 3 billion (or USD 438 per capita), with an estimated annual funding gap of USD 200 million. It blends state budgets, donor support, and public-private investments.

Why it matters: Integrated costing from the outset anchors the plan in financial reality and informs national SDG financing discussions.

Related resources

- [Kyrgyz Republic - Costed Action Plan](#)
- [Kyrgyz Republic - The Costs of Achieving the SDGs: Food Systems Costing](#)

The Sahel Region

Scaling up irrigation and climate resilience

The hand-in-hand approach

FAO's *Hand-in-Hand (HIH) Initiative* supports nationally led, ambitious programmes to accelerate agrifood systems transformation — with a focus on eradicating poverty (SDG 1), ending hunger and malnutrition (SDG 2), and reducing inequalities (SDG 10). It combines advanced geospatial modeling and analytics with a strong partnership-based approach to catalyze market-driven transformation, raise incomes, improve nutrition, and strengthen climate resilience for the most vulnerable populations.

The Initiative targets countries and territories where poverty and hunger are most severe, institutional capacities are limited, or operational challenges are compounded by natural or human-induced crises. Priority areas of intervention include value chain development for key commodities, agro-industrial development, efficient water management, digital services, precision agriculture, food loss and waste reduction, and climate and weather risk management.

The Sahel

In the Sahel, HIH is supporting ten countries in mobilizing USD 1.6 billion in investments for smallholder irrigation, market integration, and climate resilience. Using advanced GIS modeling, the Initiative identified over 13,000 hectares of irrigable land and helped develop integrated investment packages.

Through targeted matchmaking and the HIH Investment Forum, the Initiative has engaged development banks and private investors. It complements regional efforts such as the World Bank's USD 1 billion DREVE project, which will benefit six HIH countries in the Sahel. This case illustrates how HIH aligns national leadership, technical tools, and regional collaboration to unlock transformative investment.

Sierra Leone

Overcoming fragmentation to strengthen food systems financing

Sierra Leone's experience demonstrates how governments can use data and evidence to enhance financing for agrifood system transformation. Anchored in the government's flagship agrifood strategy called "Feed Salone," and supported by the Sustainable Agrifood Intelligence Initiative (SASI), the country is taking concerted steps to attract more and better financing for agrifood system transformation.

Assessing public finance

Historically, agriculture received just 2.44% of public spending (2014–2019), far below the 10% amount committed by countries under the Maputo declaration. In 2022, with the launch of Feed Salone, Sierra Leone placed agrifood systems at the center of national development, pledging 10% of the national budget over the next five years.

Why it matters: Strong institutional support creates the mandate and structure for attracting finance into the sector, in line with transformation goals.

Institutionalizing cross-sector coordination and data use

Given the cross-cutting nature of climate finance, the Ministry of Finance established a Climate Finance Unit that tracks climate-related investments, including for agrifood systems, and collaborates with other ministries. Meanwhile, the Vice President's Office is helping develop a monitoring framework with SASI, allowing the government to track funding and progress across food systems indicators.

Why it matters: Embedding frameworks to think about tracking and assessing outcomes helps drive more data-driven and coordinated decision-making.

Progressive steps to enhance technical capacity

Over time, Sierra Leone has been defining relevant indicators aligned with its overall agrifood strategy, using existing systems and processes, and working across ministries. These steps are moving in the direction of attracting more and better financing for agrifood system transformation.

Why it matters: Better data, institutional support and coordination facilitate more technically sound analysis.

Capacity support from the FAO Investment Centre

Under SASI, the FAO Investment Centre along with the EU is assessing food systems finance from different sources, public, private and donor. This includes support in mapping public expenditures and private finance and linking them to priority areas under Feed Salone.

Why it matters: Bringing together different sources of financing helps provide a comprehensive picture of financing to feed into policy decisions.

Tanzania

A strategic and structured approach to costed planning

Tanzania's food systems action plan exemplifies quality costed planning: it is clearly aligned to six national pathways, implementation-ready, and grounded in detailed stakeholder consultation. The plan is kept current through periodic technical reviews and formal validation processes involving government ministries, local authorities, and non-state actors. This iterative, inclusive model ensures the plan remains relevant, actionable, and fully owned across sectors.

Related resources

- [Tanzania – Updating National Food Systems Transformation Roadmap, Pathways and Development of a Costed Action Plan](#)
- [Tanzania - Updated National Pathway and Costed Action Plan](#)

Cameroon

Converging food, climate, biodiversity and nutrition agendas through purposeful integration

Cameroon is demonstrating how food systems transition pathways can serve as a strategic platform for uniting climate, biodiversity, food and nutrition priorities. With focused, committed and consistent national leadership, multisectoral governance mechanisms and coordinated international support, the country is advancing a convergence model rooted in knowledge brokerage, innovative finance, and relational trust.

Knowledge brokerage: Linking local realities with global goals

Cameroon has relied on discreet but strategic “sherpas”—knowledge brokers based on UN agencies (WFP and FAO) and supporting institutions (GIZ AgSys programme)—who assist the National Convenor with evidence-based analysis, information, and knowledge insights to navigate the complex global ecosystem of priority themes and issues.

They tailor international buzzwords to fit national narratives, ensuring that Cameroon’s priorities in rural development, climate adaptation, trade and markets, agrifood and nutrition are clearly articulated, heard, and translated into funded and implemented programs. Currently, Cameroon has aligned the convergence of global and national agendas along its three priority areas: (i) the rice value chain, (ii) agroecological transformation, and (iii) import substitution. This strategic positioning has elevated Cameroon as a visible and credible voice in key platforms, initiatives, and institutions such as the African Union–AUDA-NEPAD CAADP, COP30, the One Planet Network, CGIAR, GAIN, the UN Food Systems Coordination Hub, and specifically the UNFSS+4.

Why it matters: Invest in national and international “sherpas” who can translate and elevate country priorities across fragmented global systems.

Innovative financing: Using convergence to unlock climate-aligned funds

Amid shrinking global funding for food and agriculture, Cameroon has reframed the Convergence of Agendas as an efficiency tool to achieving multiple goals with one set of actions. Ministries are now co-designing bankable projects that deliver on food, biodiversity, climate, and nutrition simultaneously creating a compelling case for investment to scale up the micro-industrial fabric of the country.

These “bankable projects” are being tailored to meet criteria from the Green Climate Fund, GEF, Adaptation Fund, and others. The three priority topics of the convergence of agendas are also helping mobilize interest in innovative financing mechanisms such as debt swaps, climate bonds, and sovereign wealth contributions to de-risk private investments in farmers’ cooperatives, women-led initiatives, and youth agri-enterprises.

Why it matters: Countries can use convergence of agendas to increase the attractiveness, efficiency, and sustainability of food systems investment proposals, rally implementation capacities and enhance improved resource allocation while increasing the percentage of climate funds that target smallholder food producers (moving from only 2.5 per cent to 10 per cent).

Trust and relationships: The human fabric of systemic action

Policy convergence in Cameroon is underpinned by trust—between governmental staff in the ministries, between accompanying institutions (UN agencies and bilateral partners), and between individuals. Through shared leadership, cross-sectoral workshops, and dialogue platforms, Cameroon has nurtured a sense of “common purpose” across agriculture, environment, climate, livestock, forestry, nutrition, and finance.

Institutional focal points for seven UNFSS coalitions have been designated across five ministries, while youth, scientists, and civil society contribute through the Science-Policy-Society Interface. The result is not just co-signed documents, but co-owned strategies and commitment to implementation.

Why it matters: The convergence of agendas is sustained by people—through trust, respect, and responsibility—not just by policies. Trust, informal alliances, and shared motivation are essential drivers of cross-sectoral collaboration. It is important to invest in forging personal relationships among individuals from different sectors, ministries, and institutions to break the siloed approach to food systems.

Related resources

- [Cameroon - Study Protocol on Multisectoral Food System Governance](#)
- [Cameroon – Terms of Reference \(ToR\): Development of a White Paper on Linking Agendas](#)
- [Cameroon - Convergence Initiative Working Group Meeting](#)
- [Cameroon - Presentation Convergence of Agendas](#)
- [Cameroon - Strengthening the Science–Policy–Society Interface \(SPSI\) for the Transformation of Food Systems](#)
- [Cameroon - UN Strategic Note on Food Systems Transition](#)
- [Cameroon - Convergence Initiative Workshop Report](#)
- [Cameroon - Convergence Action Blueprints](#)
- [Cameroon - 2025 Initiatives](#)
- [Cameroon - UNFSS+4 Success Paper: Partner Input](#)

Lebanon

Anchoring food systems through legal reform

Lebanon conducted a comprehensive analysis of its legislative and policy framework on food and nutrition security to evaluate the alignment of its laws and policies with SDG 2 (Zero Hunger). As a result, the food systems agenda was institutionalised by embedding the Right to Food into national law, progressing in parallel with the development of the national food systems pathway and aligning with social protection strategies and broader legal reforms.

Related resources

- [Lebanon - Research on the Legal Environment](#)

Nepal

Localizing food systems through legal anchoring and structured dialogues

Legal mandate and constitutional clarity

Nepal's Right to Food and Food Sovereignty Act (2018) provided a binding legal foundation for local governments to act on food systems. It enabled the integration of food systems into subnational governance and planning structures, making food a constitutional right and planning a statutory responsibility.

Why it matters: Legal anchoring ensures food systems transformation is institutionalized across government tiers and not dependent on political will alone.

Multilevel coordination via an institutional platform

The National Planning Commission (NPC) established a Steering Committee to coordinate across ministries, provinces, and development partners. Planning directives and review workshops helped synchronize national goals with provincial and municipal planning cycles.

Why it matters: Institutional platforms enable consistent guidance, reduce fragmentation, and help align actors across levels for coordinated implementation.

Capacity-building for local governments

Seven municipalities—one per province—were selected based on criteria including willingness, staffing, infrastructure, and food insecurity. With support from FAO and WFP, local teams underwent participatory training (SWOT, problem trees, stakeholder mapping) to develop 3–5-year Right to Food and Food Systems Strategic Plans tailored to local contexts.

Why it matters: Participatory tools enable municipalities to identify priorities based on local realities and strengthen local ownership of the transformation process.

Costed plans for resource mobilisation

Municipal plans included detailed costing aligned with existing budgeting frameworks and provincial support schemes. For instance, Sangurigadhi's plan covers diverse interventions from youth-led agriculture to climate-resilient crops, with co-financing from local, provincial, and donor sources.

Why it matters: Costed plans give local governments the tools to mobilize funding, attract investment, and align existing resources with strategic priorities

Technical partnerships (FAO, WFP)

FAO and WFP provided technical, financial, and facilitation support throughout the process. Their engagement supported training delivery, knowledge transfer, and development of localisation methodologies.

Why it matters: Trusted technical partners can catalyze national ambition into practical tools and help build capacities needed for implementation.

Related resources

- [Nepal - Concept Note: Localization of Food Systems](#)
- [Nepal - Municipality Selection Criteria](#)
- [Nepal - Map of Selected Municipalities](#)
- [Nepal - List of Selected Municipalities](#)
- [Nepal - Prioritized Costed Programmes](#)

Thailand

Aligning health, climate, and agriculture through strategic governance

Thailand advanced convergence by aligning food systems transformation with climate action, nutrition, and health through a whole-of-government approach led by the Ministry of Agriculture and Cooperatives. Interministerial coordination was reinforced by integrating the Sustainable Development Goals (SDGs), the Bio-Circular-Green Economy model, and national development plans. Structured dialogues and technical support enabled alignment across agriculture, public health, and environmental sectors. The approach is institutionalized through multi-stakeholder platforms and supported by clear policy linkages and monitoring frameworks.

Related resources

- [Thailand - Executive Summary: Convergence Initiative Background Paper](#)
- [Thailand - Convergence Initiative Concept Note](#)
- [Thailand - Agenda Convergence Initiative National Inception Workshop](#)
- [Thailand Convergence Initiative National Inception Workshop Report](#)

Timor-Leste

Participatory investment planning to align ambition with reality

Timor-Leste embedded its food systems pathway into local planning and budgeting through strong political leadership, coordination via the National Council led by the Vice Prime Minister for Social Affairs, and the activation of municipal focal points. Engagement of local actors—including municipal presidents and the church—strengthened uptake and legitimacy. Annual donor dialogues and interministerial alignment supported integration. A USD 62 million homegrown school milk feeding programme demonstrates successful localization in action.

Uganda

Embedding the food systems pathway into national structures

Uganda offers a strong example that the food systems pathway can be operationalized through deliberate institutional anchoring, coordinated policy alignment, and inclusive national engagement. Three key practices illustrate how the country is integrating its pathway into national frameworks at national and sectoral levels: a policy and plan gap analysis, the communication and socialisation of the pathway and its integration into legal frameworks, policies, and sector plans.

Policy and plan gap analysis

Uganda undertook a systematic review of its food policy landscape to identify alignment opportunities and gaps across food, agriculture, climate, and nutrition sectorial policies and strategies. This analysis examined current legal and strategic frameworks through the lens of the SDGs and national food systems priorities. It highlighted disconnections between agricultural, climate, and nutrition policies, informing revisions to major national frameworks.

Specifically, the findings fed into the drafting of the National Agriculture Investment Plan and the revision of the National Adaptation Plan—ensuring these instruments could act as vehicles for food systems transformation.

Why it matters: Gap analysis helps clarify entry points, avoid duplication, and steer policy reform toward a shared national agenda.

Communication and socialisation of the pathway

Uganda placed inclusive dialogue and stakeholder mobilisation at the centre of its pathway process. Over 19 national and sub-national dialogues were conducted with farmers, youth, women, civil society, private sector actors, scientists, policymakers, UN and development partners. This participatory process was amplified by digital engagement, with over 940,000 responses collected via UNICEF's U-Report platform.

Media outreach further broadened awareness, with coverage across more than 20 outlets nationwide. Political leadership was visible and sustained: the national food systems dialogue was led by the Prime Minister and presided over by the President, involving multiple ministries and signalling high-level commitment.

Why it matters: Widespread communication and inclusive engagement builds awareness of priorities within ministries, development partners, UN agencies and civil society, paving the way for maximised policy and action coherence and integration.

Integration into legal frameworks, policies, and sector plans

Uganda has embedded its food systems pathway into key national development instruments, including the 3rd National Development Plan, the National Adaptation Plan, and the draft Agriculture Investment Plan. This ensures that food systems priorities are reflected in planning, budgeting, and delivery mechanisms.

To support coordination, an inter-ministerial committee and a multi-stakeholder working group have been established, bringing together government, civil society, private sector, and development partners. Legal and financial frameworks are under review to align with the pathway and support implementation through future budget cycles.

Why it matters: Integration into national policies and planning frameworks secures institutional ownership, accountability, and sustainability across government.

Related resources

- [Uganda - Food Systems Transformation Overview](#)

Asia and the Pacific

Setting the agenda through regional synergy and support

Asia and the Pacific has positioned the Regional Nutrition and Food Systems Task Force as a regional agenda-setter for food systems transformation. Co-led by UNESCAP and FAO, the Task Force provides a formal platform for coordinating UN agencies, technical partners, and financing institutions around a shared, cross-sectoral mandate. It shapes regional priorities—such as resilience, nutrition, and sustainable financing—through tools like the Integrated Food System Risk Assessment (INFER) and targeted country support. By aligning strategic direction and investments with national pathways, it enables governments to act on transformation with coherence and momentum.

Brazil

CONSEA: A living ecosystem of support that sets the agenda

In Brazil, four enablers make it possible for civil society, small agri-food producers, artisanal fishers, NGOs, and development partners to formally advise the Government on setting the national food systems agenda and oversee its implementation.

Structure: A legal and participatory backbone

The National Council for Food and Nutrition Security (CONSEA) is Brazil's institutional platform for food governance. Created by law and part of the National System for Food and Nutrition Security (SISAN), CONSEA brings together government and civil society—where the latter holds the majority. It operates through working groups and commissions focused on key themes.

Why it matters: This formalized structure gives the EoS legal standing, continuity, and the ability to influence national decision-making from within.

Mandate: Intersectoral by design

CONSEA's remit spans health, education, environment, Indigenous rights, and social protection—anchoring food systems transformation in the human right to adequate food and linking to the Sustainable Development Goals.

Why it matters: Its broad scope empowers the EoS to raise cross-cutting issues—such as climate resilience, food sovereignty, and urban hunger—early and strategically.

Inclusiveness: Deep civic engagement

Civil society joins CONSEA through transparent public calls and elections every four years, with specific outreach to Indigenous and afro-descendent peoples and marginalized communities.

Why it matters: This ensures that food systems transformative action is rounded in lived experience, while giving voice to those most affected by food insecurity.

Coordination: From ideas to implementation

CONSEA advises the Interministerial Chamber for Food and Nutrition Security (CAISAN) and the Presidency, ensuring that civil society inputs shape the III National Plan for Food and Nutrition Security (PLANSAN 2025–2027), which includes 18 strategies and 219 concrete actions. It also engages with other related policies—such as school feeding, climate plans, and more—through planning, monitoring, and evaluation of all policies linked to food and nutrition security and demands accountability.

Why it matters: This coordination ensures that EoS insights move from dialogue into government plans, budgets, and cross-sector delivery.

Somalia

High-level leadership, multi-ministerial mandate and multi-stakeholder engagement

Somalia offers an example of how governments are facilitating the operationalization of the pathway by embedding it in their government institutions through deliberate, structured governance. The Food Systems, Nutrition and Climate Change Council (FSNCC), established under the Office of the Prime Minister, reflects a whole-of-government approach backed by high-level political leadership, an intersectoral mandate, and deliberate efforts to build inclusive national platforms.

High-level leadership: Anchoring governance in the office of the prime minister

At the heart of Somalia's approach is the anchoring of the FSNCC in the highest level of political authority. Chaired by the Deputy Prime Minister and formally reporting to the Prime Minister, the Council ensures strong political ownership and strategic alignment with national development priorities. Biannual national summits chaired by the President or Prime Minister elevate food systems to the national agenda and provide a governance platform for monitoring progress and renewing commitments.

Why it matters: High-level leadership enables the food systems agenda to cut across institutional boundaries, align policy direction, and secure the political capital needed to drive and sustain complex reforms and action.

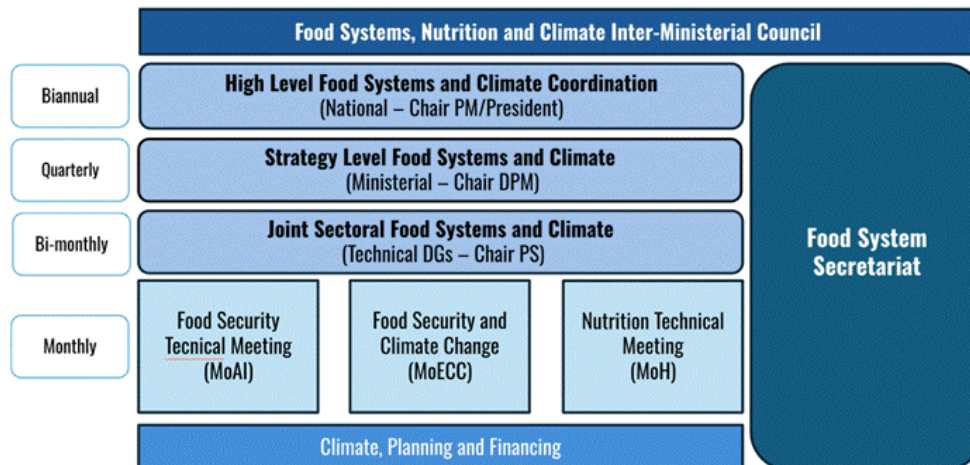
Multi-ministerial governance

The FSNCC brings together 11 ministries spanning agriculture, livestock, health, education, finance, planning, and climate. This structure reflects the recognition that food systems transformation requires more than mono-sectoral policy—demanding integrated action across social protection, economic development and environmental management.

The Council also includes representatives from Somalia's six Federal Member States, reinforcing vertical coordination across levels of government. Coordination is organized through a four-tiered mechanism that links the highest political leadership with operational delivery. The National Summit (high-level, political) sets national direction; the Ministerial Committee (strategic, political/technical) drives cross-sector alignment; Joint Technical Meetings (operational, technical) ensure implementation coherence; and Thematic Working Groups (technical) provide specialized input across priority areas such as nutrition, climate and financing.

Figure I: Somalia's food system governance structure as per 2024

Somalia: Governance mandate



Why it matters: A broad-based mandate allows for coherent policy across sectors, minimizes fragmentation, and enables trade-off management. It also ensures that all relevant policy levers—from education to climate finance—can be mobilized in support of food systems' goals.

Multi-stakeholder platforms: Ensuring broad engagement and ownership

The FSNCC integrates public, private, and civil society actors at every level of its governance structure. Development partners, academia, private sector stakeholders and civil society organizations are engaged in technical working groups, national summits, and sectoral coordination platforms. The FSNCC Secretariat, embedded within the Office of the Prime Minister, acts as the convening point and technical backbone for these diverse actors.

Why it matters: Multi-stakeholder engagement builds legitimacy, strengthens alignment across partners, and increases the likelihood that policy and programme implementation reflect ground realities and community priorities.

Related resources

- [Somalia - Food Systems, Nutrition and Climate Inter-Ministerial Council \(FSNCC\)](#)
- [Somalia – Terms of Reference \(ToR\) FSNCC](#)

Tajikistan

Legally mandated, high-level coordination that ensures continuity and accountability

Tajikistan's Food Security Council is legally anchored and chaired by the Prime Minister, giving food systems governance the political weight and permanence needed to endure beyond election cycles. With over 20 ministries represented, it enables whole-of-government alignment—critical for addressing cross-cutting food systems challenges. The Council follows binding procedures for quorum, voting, and reporting, ensuring decisions are legitimate, followed through, and transparently communicated. It can form technical working groups and invite non-state actors, allowing flexibility while safeguarding inclusivity. Its formal mandate to monitor implementation and recommend corrective actions makes it a powerful engine for adaptive, accountable governance.

Related resources

- [Tajikistan - Regulations on the Food Security Council of the Republic of Tajikistan](#)
- [Tajikistan - Members of the Food Security Council](#)

Cambodia

Monitoring and evaluation blueprint for food systems transformation

Cambodia's pathway for food systems transformation is underpinned by the principle of continuous learning and adaptive implementation. Monitoring and evaluation (M&E) are central to maintaining accountability, aligning multi-sectoral efforts, and ensuring results-driven action. As a priority of the 3rd National Strategy for Food Security and Nutrition (NSFSN) 2024–2028, M&E plays a vital role in driving policy coherence, investment alignment, and climate-resilient development.

Clear objectives and macro-indicator linkages

Cambodia's M&E system integrates food systems transformation indicators with macro-level outcomes such as child stunting reduction, improved dietary diversity, resilience to climate shocks, and gender equity.

- **Priority macro-indicators:** Percentage of population of food insecure (SDG 2.1.2), child stunting (SDG 2.2.1), food safety violations, dietary diversity scores, and GHG emissions from agriculture.
- **Linked frameworks:** NSFSN Results Framework, NDC 3.0 climate targets, Cambodia's N4G Commitments, the Alliance of Champions intervention framework, and Countdown to 2030 indicators.

Why it matters: Tracking high-level indicators aligned with SDG targets strengthens national ownership, international credibility, and results-based resource mobilization.

Key actions and tasks

Action	Description
1. Establish a central Food Systems M&E Taskforce	Led by CARD, to coordinate across sectors (MAFF, MoH, MRD, MISTI, MoC, MoE, MoWA, MEF, etc.)
2. Develop an integrated M&E framework	Harmonize the M&E requirements for the Cambodia SDGs, 3rd NSFSN 2024-2028, Cambodia Roadmap for Food Systems for Sustainable Development 2030, Alliance of Champions, NDC 3.0 and N4G indicators; include disaggregated data (e.g., by sex, geography)
3. Digital dashboard and data interoperability	Link existing platforms such as CamStat, the Commune Database, the Health Management Information System and/or use global dashboards to source information.

4. Institutionalize Annual Joint Reviews	Led by CARD, with participation from the line ministries, sub-national inputs and external validation
5. Link planning cycles to review outcomes	Integrate M&E findings into budget submissions, sectoral plans, sub-national planning process, and policy revisions
6. Systems M&E and Learning	Work towards an overarching Systems Monitoring, Evaluation, and Learning (MEL) framework (FAO, 2025)

Why it matters: Actionable steps enable timely implementation and foster multisectoral accountability for real-time decision-making and course correction.

Coordination mechanisms and platforms

Mechanism	Role
CARD's Food Systems M&E Taskforce	Interministerial Taskforce providing technical guidance (yet to be established)
The Technical Working Group for Food Security and Nutrition (TWG-FSN)	Core coordination and oversight across government and partners. Align technical and financial support and ensure data-sharing and transparency. The TWG will also serve as the platform for development partner and donor coordination
Sub-national M&E focal points	Provide real-time data and qualitative inputs from commune, district and province level. Linking the Commune Councils, District and Provincial Administrations. Reporting to the Provincial Working Group for Food Security and Nutrition (PEG-FSN)
Annual Food Systems Joint Review Forum	Forum for presenting progress, identifying bottlenecks, and revising strategies

Why it matters: Institutionalized coordination platforms ensure a whole-of-government and whole-of-society approach to tracking and adapting the transformation process. Sharing information obtained from the M&E system is critical to maintain participant accountability and interest.

Assignment of responsibilities

Institution	Responsibility
CARD	Lead coordination, M&E integration, and oversight
MAFF, MoH, mRD, MoWA, MoE, MISTI, MoC, MEF	Lead data generation for respective sectors and reporting
National Institute of Statistics (NIS)	Data standardization, QA, and alignment with SDG monitoring
Development partners (e.g. FAO, UNICEF, WFP, EU)	Technical support, external validation, and systems strengthening
Provincial Governors and District Councils	Ensure data collection and use at sub-national level

Why it matters: Clearly defined institutional roles avoid duplication, support vertical integration, and ensure that data informs both national strategy and local action. Clearly specified roles also support accountability and contribute to participant satisfaction.

Outputs and milestones

Output	Timeline
Integrated M&E framework approved and disseminated	Q1 2026
Digital dashboard operational	Q3 2026
First Annual Joint Review completed	Q4 2026
M&E integrated into 2027–2028 budget cycles	Q1 2027
Sub-national reporting guidelines issued	Q2 2027

Why it matters: Defined outputs and milestones translate strategy into measurable results, helping track progress and build momentum across sectors.

Adaptive management and annual reviews

Cambodia will adopt a structured Annual Review Mechanism linked to the national planning and budgeting calendar. Reviews will be participatory, data-driven, and include recommendations for adapting activities and reallocating resources.

Why it matters: A culture of adaptive management ensures responsiveness to new evidence, emerging risks, and shifting priorities—especially important in the face of climate shocks and external funding volatility.

Nigeria

Leveraging subnational data and interministerial leadership for transformative insights

Nigeria has made progress in building robust M&E systems to track food systems transformation by adapting the Food Systems Dashboard and Countdown Initiative. The Bureau of National Statistics led the development of the Nigeria Food Systems Dashboard (NFSD), integrating 150 high quality, accessible state-level indicators through strong government commitment and interministerial leadership.

The Federal Ministry of Budget and Economic Planning (FMBEP) is adapting the Countdown framework to identify priority indicators aligned with the NFSD and global standards. These efforts reflect Nigeria's commitment to using data for decision-making, not just reporting.

Related resources

- [The Nigeria Food Systems Dashboard](#)
- [A Video on the Nigeria Food Systems Dashboard](#)

Brazil, Costa Rica, Guatemala, Switzerland

Reviewing and Updating the Food Systems Transformation Pathway

Brazil

Reactivated governance mechanisms, including a food systems council and inter-ministerial platforms, to restore coherence and democratic oversight.

Related resources

- [Brazil - National Food Systems Transformation Pathway](#)

Costa Rica

Applied a rights-based, territorial approach to integrate food, environment, and social policies through inclusive priority setting.

Related resources

- [Costa Rica – National Food Systems Transformation Pathway](#)

Guatemala

Anchored food systems in updated national policy for food and nutrition security (POLSAN), aligning them with broader planning cycles to ensure institutional uptake.

Related resources

- [Guatemala - National Food Systems Transformation Pathway](#)
- [Guatemala – Country Priorities and Progress in Food Systems Transformation](#)

Switzerland

Aligned multiple national strategies (nutrition, climate, food waste) across government levels to enable a whole-of-system transformation.

Related resources

- [Switzerland – National Food Systems Transformation Pathway](#)