

People-centered Food Systems: Fostering Human Rights-based Approaches (PCFSy)

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and CIAT, International Institute of Rural Reconstruction (IIRR), Rikolto
Consortium

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I. Executive summary

Introduction

Equitable, sustainable food systems that support healthy diets for all people are critical to the achievement of many if not all the United Nations Sustainable Development Goals (SDGs). Food systems include all the people, places, and activities related to the production, processing, distribution, preparation, and consumption of food. The complex, interconnected activities of food systems affect many aspects of human society and well-being, including health, justice, politics, education, livelihoods, trade and economics, and the environment. The far-reaching impacts of food systems can contribute to improvements in equality and human rights protections, poverty, hunger, and malnutrition for current and future generations. Despite this potential, the current state of food systems is fraught with major challenges to human rights, health, livelihoods, and the environment.

The small-scale farmers, women food system actors, and Indigenous peoples who produce 80% of the world's food represent the foundation of the food system. These groups underpin the basic functionality of food systems, yet many of them are highly marginalized and face serious challenges to their well-being and their rights. These food producers and actors are disproportionately affected by poverty and hunger, and limited access to healthy diets, making them more vulnerable to human rights violations and discrimination. Limited access to land, water, seeds, and other agricultural inputs threatens their livelihoods, as do the effects of climate change and conflict.

The COVID-19 pandemic has been incredibly challenging for many people. The urban poor, informal workers, and women have borne the brunt of the pandemic, with loss of jobs, incomes, and increasing inequities. Poverty, poor health, and malnutrition not only result from pandemic stresses, but they also contribute to pandemic-related risks that impact wellbeing and worsen existing inequities. Marginalized groups have been most affected by disruptions to food systems, such as lockdowns, through loss of employment and incomes. Refugees and internally displaced persons have also been disproportionately affected.

Women and youth working in food systems experience their own unique challenges. Although many women in low- and middle-income countries are involved in agriculture, they face heightened difficulties in accessing education, income, and agricultural resources. Women have been more likely to experience increased domestic violence and food insecurity, reduced autonomy, and loss of income. Young people represent a rapidly growing proportion of the global population, but the threats posed by climate change and poverty increase their need to migrate from rural areas to find stable employment in cities and abroad.

While we are only 10 years away from the 2030 SDG target deadline, hundreds of millions of people in the world, especially in low- and middle-income countries (LMICs), are still moderately and severely food insecure. Undernutrition is ubiquitous, particularly among women and young children,

alongside increasing prevalence of overweight, obesity, and diet-related non-communicable diseases to which no country is immune. Much of the malnutrition burden stems from the inability of many populations, particularly those living in LMICs, to access affordable, healthy, sustainable, and safe food. Food production is recognized to be the largest cause of global environmental damage. All these challenges have led many to conclude that our food systems are not sustainable, leading to several recent calls for a global food system transformation. The scale of the challenges is so substantial that, to operationalize this transformation, we will need not just technological innovation; we will also need to rethink, change, and challenge the decision-making process, governance, and policies around food systems. We need to give a voice to those, living in rural and peri-urban areas, who have been forgotten, and enable them to claim their basic rights to food security as well as their fundamental rights to adapt to and mitigate against climate change while preserving the agrobiodiversity that is fundamental to their livelihoods.

Overview of Project

Human rights are of critical importance if we want to ensure food security and improve nutrition outcomes. Human rights are important because of their basis in human dignity, their substantive legal requirements in food systems, their demand for effective participation of communities in decisions affecting them, and their emphasis on the accountability of governments for adherence to obligations. It is critical to prioritize human rights in global and local food policies because they provide policymakers with a normative framework for developing policy and empower stakeholders to make their voices heard and ensure accountability of government.

The right to food and the Declaration on the Rights of Peasants and other People Working in Rural Areas (UNDROP) provide major building blocks for food system governance transformation. This document proposes that States formulate, in partnership with peasants and other people living in rural areas, public policies that advance and protect the right to adequate food; food security and food sovereignty; sustainable and equitable food systems; and promotes other specific rights such as the right to land, water, and seeds. Despite the adoption of the UNDROP in 2018 and the existence of numerous other international instruments on the right to food and other human rights in the context of food systems, wide awareness and capacity gaps remain that impede right-holders from exercising and enforcing their rights. This situation is exacerbated by poor accountability mechanisms, incoherent policies, and inadequate development strategies at national and global levels. Collectively these constraints seriously limit the effective operationalization of the right to food and UNDROP and reduce their potential impact.

The **“People-centered Food Systems: Fostering Human Rights-based Approaches Project”** applies a human rights-based approach to food systems. The project aims to identify, characterize, and address constraints that impede marginalized and vulnerable food system actors from:

- participating in decisions that inhibit them from realizing their rights to food security, healthy diets and improved nutrition outcomes;
- adapting to and mitigating against climate change and other food system-related challenges; and

- fully contributing to and benefiting from their food systems.

The project team seeks to use advocacy, build capacity, and develop accountability tools that better integrate human rights frameworks within food system policy and action. Voluntary Guidelines on right the land tenure (VGGT), food systems and nutrition (VGFSyN) and the right to food will be utilized. These activities will help address ongoing constraints by strengthening the capacity of right holders. Initial project activities will take place in Cambodia, Ethiopia, Honduras, and Uganda with the intention of scaling up the approach to other countries in later phases and producing global guidance on these issues. It is hoped that the project will contribute to improving the food security and wellbeing of marginalized food system actors in line with the SDGs. ***More details on the food systems, stakeholders, gender and vulnerability analysis etc for the four countries can be found in the supplemental files.***

The project has five objectives:

Objective 1: Information, Knowledge and Capacity

To increase awareness, access to information and build capacity among national right-holders and beneficiaries as well as global actors to ensure that governments effectively integrate and implement human rights requirements into food systems related policies and legislations at sub-national, national, and international levels. All capacity building activities will include the Gender Action Learning System (GALS) approach.

Objective 2: Rights frameworks

To assist key stakeholders (rights-holders, duty bearers and intervenors) in each pilot country to co-design and build national legal and policy frameworks that supports the effective implementation of national and international instruments based on the right to food and other human rights in the context of food systems.

Objective 3: Monitoring and Accountability

To co-design and integrate human rights monitoring and accountability mechanisms specifically adapted to food systems' conditions in existing M&E systems at both national and international levels.

Objective 4: Policy Coherency

To increase the policy coherence between global norm setting processes for food systems and the right to food and UNDROP at national and sub-national levels.

Objective 5: Theory based evaluation

To develop and implement a theory-based evaluation (TBE) of the project with the objective to document the system-level changes observed around rights-based laws and legislation in the food system, as well as changes in international rights-based norms and guidelines (including around gender).

The overall goal of the project is to support the right-holders and duty bearers in these four low-income countries (Cambodia, Ethiopia, Honduras, Uganda) to better protect the rights of rural

and peri-urban food producers living in those countries and to help improve their food security and well-being, through to a more effective implementation of the UNDROP and the VGFSN at sub-national, national, and international levels.

II. Project Description and Details

Project objectives, activities, and outputs

Overall goals of the project

Aim and goal of the project:

Human rights, specifically the right to food have been invoked and embedded in international nutrition strategies (e.g., the Scaling Up Nutrition (SUN) movement and the UNICEF conceptual framework for undernutrition) and national constitutions and/or policies (e.g., agricultural policies) but not necessarily embedded into legal systems nor realized.

The “**People-centered Food Systems: Fostering Human Rights-based Approaches Project**” applies a human rights-based approach to food security and nutrition. The project aims to identify, characterize, and address constraints and lack of accountability of governments that impede rural and peri-urban food producers and other food system actors (who are also consumers) from participating in decisions and inhibit them from realizing their rights to food security at both the global and national and sub-national levels. *The goal of the project is to contribute to improving and embedding equity and right into policies and programs to improve food systems and food access issues among key disadvantaged and marginalized populations, particularly rural and peri-urban producers working across food systems.*

How the project will achieve the goal:

The project seeks to use *implementation research, policy engagement, capacity building, and accountability tools* to help better integrate human rights frameworks and approaches within food system policy and action. These activities will address ongoing barriers by strengthening the capacity of right-holders and legitimate key food system actors to better identify, appreciate and address possible constraints. The project will use several instruments to do this including the 2018 United Nations Declaration on the Rights of Peasants and Other People Working in Rural Areas (UNDROP), the 2017 Voluntary Guidelines on Land Tenure (VGGT), the 2021 Voluntary Guidelines on Food Systems and Nutrition (VGFSN), and the 2004 Voluntary Guidelines to support the Progressive Realization of the Right to Food (VGRTF).

Our primary approach is to enhance and strengthen the capacities of the right-holders and target beneficiaries to ensure the implementation of the UNDROP, VGGT, VGFSN, VGRTF, and other relevant rights instruments in the context of low and middle-income countries, and to realize their full potential through policy engagement and accountability. Our ambition is then to scale out the approach to other low- and middle-income countries.

Where the Consortium will work:

Initial project activities will take place in four pilot countries: Cambodia, Ethiopia, Honduras, and Uganda, with the intention of scaling up the approach to other countries in later phases of the program through the production of transferable lessons and global guidance on food security and

rights issues. Each of these pilot countries is characterized by a particular context that affect the ability of the key actors in adopting a rights-based approach to meet food security and nutrition goals.

Specific objectives and related activities

Objective 1: Information, Knowledge and Capacity

To increase awareness, access to information and build capacity among national right-holders and beneficiaries as well as global actors to ensure that governments effectively integrate and implement human rights requirements into food systems related policies and legislations at sub-national, national, and international levels. All capacity building activities will include the Gender Action Learning System (GALS) approach.

Outcome indicators for Objective 1 (comparing baseline to endline):

1. Increase in the awareness index of 10 leaders and the boards of directors of organizations representing rights-holders in each country by 70% by end of first phase from baseline.
2. Increased access to information and capacity scores of national organizations of rights' holders in 4 countries by 60% scoring 5 out of 7 by end of first phase compared to baseline.
3. By the end of the first phase, 20 organizations representing rights-holders initiated at least 12 policy influence activities (dialogue, letter writing to MPs, conferences) to influence policies on UNDROP/VGFSN across the four pilot countries.

Activities for Objective 1:

- Conduct a series of country assessments in consultation with key actors and beneficiaries to build a common understanding of the situation (challenges, barriers, enablers) at country level and build ownership amongst key stakeholders.
- Co-design and deliver a series of 10 interactive consultations in each pilot country with rights holders that will lead toward the drafting of National frameworks on the implementation of the UNDROP food system relevant articles and their roadmap.
- Co-design and deliver five training sessions in each pilot country tailored to address the specific capacity and information needs of the stakeholders listed in **Table 2** in relation to human rights and food systems¹.
- Organize and facilitate two mini courses structured to raise the awareness and strengthen the capacities of key actors at the national and global level in relation to issues of human rights implementation and existing international treaty obligations².

Outputs for Objective 1:

- Draft report on "Integrating human rights in food systems" [output indicator: one Human Rights in Food Systems report completed and published **per pilot country** by end of Phase 1].

¹ We will define how to conduct these training sessions based on each country context. They may be done with a mixed set of participants (right holders and policy makers) divided into working groups or as separate, parallel sessions. Increased connectivity between rights holders and policy makers is important to improve dialogue.

² Same process as for training sessions.

- Country **baseline and endline** assessments reports [output indicator: one assessment report completed and published per pilot country by end of Phase 1].
- Training Session material [output indicator: in each country, all 5 training sessions successfully organized and implemented by the program partners with a constant attendance between the first and last session and at least 50% of the attendees are women].
- Mini-course material [indicator: in each country, two mini-course successfully organized by the program partners with an increase in attendance between the first and the second course and at least 50% of the attendees are women].

Objective 2: Rights frameworks

To assist key stakeholders (rights-holders, duty bearers and intervenors³) in each pilot country to co-design and build national legal and policy frameworks that supports the effective implementation of national and international instruments based on the right to food and other human rights in the context of food systems.

Outcome indicators for Objective 2:

1. Draft of the national legal and policy frameworks written, published, and disseminated in each pilot country by end of Phase 1.

Activities for Objective 2:

- Prepare and draft the international report "UNDROP – Improving the lives and fulfillment of human rights of rural and vulnerable food system actors."
- Organize and facilitate dialogues and consultation workshops between rights' holders and duty bearers around national and international instruments and commitments on the right to food and other human rights related to the food system challenges to identify needed changes in national legal and policy frameworks.
- Assist and provide limited technical backstopping for CSOs on governance, policy and human rights issues related to land tenure; agroecology, biodiversity, and seeds; and food access and diets.⁴
- Facilitate multi-stakeholder events to raise awareness and capacities of key stakeholders and beneficiaries on legal and policy issues in relation to human rights in food systems.

Outputs for Objective 2:

- International report "UNDROP – Improving the lives and fulfillment of human rights of rural and vulnerable food system actors" [output indicator: one report written and published per pilot country by end of Phase 1].
- Drafts of national frameworks on the implementation of the UNDROP food system relevant articles [output indicator: one framework developed per pilot country by end of Phase 1].

³ Intervenors are national organizations that oversee the respect for global human rights instruments in their respective geographies. Examples include the Ethiopian Human Rights Commission (EHRC), the Ugandan Human Rights Commission (UHRC), the Cambodian Human Rights Commission (CHRC), the Cambodian Center for Human Rights, the UN Special Rapporteur on the situation of human rights in Cambodia and CONADEH in Honduras.

⁴ This is limited by the budget available. We will assign a number of days per country for support topics prioritized by CSOs during initial dialogues focused specifically on governance, policy and human rights as related to these topics.

- Road map for implementation of the framework elaborated by national stakeholders including HR provisions from UNDROP and implementation of specific guidelines relevant for countries contained within the VGFSN [output indicator: one road map drafted and reviewed by stakeholders per pilot country by end of Phase 1].

Objective 3: Monitoring and Accountability

To co-design and integrate human rights monitoring and accountability mechanisms specifically adapted to food systems' conditions in existing M&E systems at both national and international levels.

Outcome indicators for Objective 3:

1. Country-level Human rights monitoring and accountability mechanisms document written and disseminated in each country by end of phase 1 of the program.
2. International-level Human rights monitoring and accountability mechanisms document written disseminated and delivered to the CFS (Committee on World Food Security) by end of phase 1 of the program.

Activities for Objective 3:

- Co-drafting with national stakeholders of a clear national road map describing the steps necessary to build a monitoring framework focused human rights participation and accountability mechanisms in each pilot country to complement the policy road map in Objective 2.
- Co-drafting with international actors (CFS, UN agencies engaging in food systems (WHO, WFP, UNICEF, FAO, and IFAD), member states, SDG platforms, the SUN movement, and the Special Rapporteur for the Right to Food) of a clear road map to build of a framework on human rights accountability mechanisms at international level.

Outputs for Objective 3:

- Road map for a framework on human rights participation and accountability mechanisms developed in each pilot country [output indicator: Road map on Human rights monitoring and accountability mechanisms drafted in each pilot country by end of phase 1 of the program].
- Road map for a framework on human rights participation and accountability mechanisms developed at the international level [output indicator: Road map on Human rights monitoring and accountability mechanisms at international level drafted for the CFS (Committee on World Food Security) by end of 1st phase of the program].
- Report on the discussions hold by both national actors and international organizations on the steps required for the integration of the frameworks in their respective M&E systems [outputs indicator: one report per pilot country and on 'global' report drafted by end of Phase 1].

Objective 4: Policy Coherency

To increase the policy coherence between global norm setting processes for food systems and the right to food and UNDROP at national and sub-national levels.

Outcome indicator for Objective 4:

1. Scorecards compared between baseline and endline – target: at least 70% of respondents report an increased value in their policy coherence scorecard (between baseline and endline).

Activities for Objective 4:

- Perform desk-top policy analysis of food-related policies in each of the pilot countries in the framework of UNDROP and where policies can be improved.
- Design and implement a series of policy coherence analyses across multiple national agencies in each of the pilot countries.
- Design and implement a policy coherence analysis between global norm setting processes for food systems and the right to food and UNDROP at the international level.
- Preparation and writing of the international report on the process of implementing the VGFSyN at the national level.

Outputs for Objective 4:

- Synthesis of the policy coherence analyses at country level [output indicator: report ready in each pilot country by end of phase 1].
- Synthesis of the policy coherence analyses at international level [output indicator: 'global' report ready by end of phase 1].
- Report on the implementation of the "VGFSyN and the rights of rural food system actors within countries " [output indicator: report ready in each pilot country by end of phase 1].

Objective 5: Theory based evaluation

To develop and implement a theory-based evaluation (TBE) of the project with the objective to document the system-level changes observed around rights-based laws and legislation in the food system, as well as changes in international rights-based norms and guidelines (including around gender).

Outcome Indicator for Objective 5:

1. Evaluation card completed during the internal Endline Review workshop in Oct 2025 – target: 75% of the participants to the Endline Review workshop are 'satisfied' or 'highly satisfied' with the Evaluation and Learning (E&L) component of the project.

Activities for Objective 5:

- Develop and implement the theory-based evaluation (TBE) in the four pilot countries as well at the international level.
- Document and publish the lessons learned on what work and what can be improved and report and analyze good practices that can be replicated elsewhere.

Outputs for Objective 5:

- Project evaluation report focusing on best practices and lessons learned in implementing rights into food policy in the four country contexts [output indicator: evaluation report completed in each pilot country by end of phase 1].
- Report synthesizing the lessons learned and the good practices that can be replicated elsewhere [output indicator: Synthesis report completed by end of phase 1].

Impact of the project

Despite the adoption of the UNDROP in 2018 and the existence of numerous other international instruments on the right to food and other human rights in the context of food systems, wide awareness and capacity gaps remain in many parts of the world and at the international level that impede right-holders from realizing their rights. This situation is often exacerbated in many countries by poor accountability and a lack of policy coherence and development schemes. The ambition of the project is to address these constraints. Through a series of five complementary clusters of activities implemented at both national and international levels, the project aims at achieving the following long-term goal and supportive outcomes:

Overall Goal and Impact:

We aim to support the right-holders and duty bearers in four low-income countries (Cambodia, Ethiopia, Honduras, Uganda) to better protect the rights of the rural and peri-urban food producers and communities living in those countries and to help improve their food security and well-being, through to a more effective implementation of the UNDROP and the VGFSN at sub-national, national, and international levels. To achieve this long-term goal, four major outcomes will be sought during the first phase of the project:

- **Outcome 1:** The access to information and the capacity of the right-holders and duty bearers in the four countries and internationally will be improved, so these different stakeholders are in a better position to understand, value and use the UNDROP and VGFSN and its food system relevant articles at the benefit of rural and peri-urban food producers and effected populations of those countries.
- **Outcome 2:** National legal and policy frameworks supporting the implementation of the UNDROP and its food system relevant articles along with their country-specific road maps successfully drafted through a consultative approach including all relevant stakeholder groups and built on mobilization, participation, and advocacy work.
- **Outcome 3:** Monitoring and accountability mechanisms for incorporating human rights in food systems co-developed and integrated into existing national systems and used by organizations and governments to improve programming and implementation of policies, guidelines, and legislations at both national and international levels.
- **Outcome 4:** Policy coherence improved at national level between individual sectors/ministries and at international level within the global norm setting processes related to food systems and right to food (e.g., the Committee on Food Security).

Through these outcomes the project is expected to improve the perceptions, attitude, knowledge/capacities, and practices (PAKP) of key decision-makers, duty-bearers and rights-holders at both national and international levels and thus contribute to a more effective implementation of the right to food, VGFSN and UNDROP articles relevant to food system at sub-national, national, and international levels. **Figure 1** outlines the theory of change for the project.

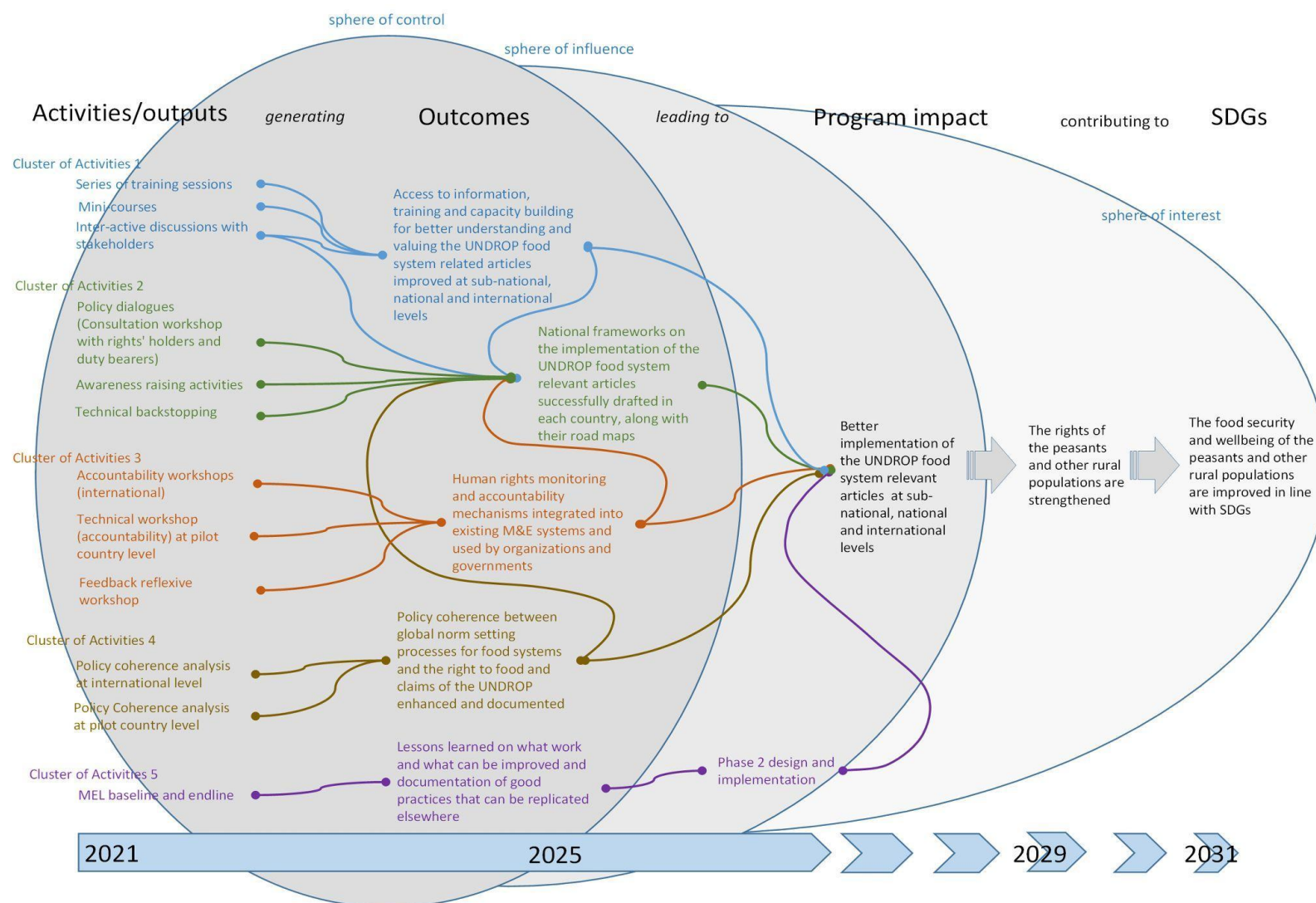
Theory of Change

The goal of the project is to use advocacy, policy engagement, capacity building, and accountability tools to help better integrate human rights frameworks and approaches within food system policy and action, essentially through the implementation of the UNDROP relevant articles in the four pilot countries. To achieve this long-term goal, the project is structured around five Clusters of Activities (CoAs) organized into five complementary and self-reinforcing impact pathways.

- CoA1 is centered around capacity buildings, including series of training sessions, mini-courses and interactive discussions with the relevant stakeholders. The expected outcomes of those will be the increased awareness, access to information and strengthened capacity among the appropriate national right-holders and beneficiaries as well as global actors.
- In parallel, CoA2 will focus on policy dialogues and engagement at national level, including consultation workshops with rights' holders and duty bearers, with the objective to help those stakeholders' co-draft specific national frameworks related to the implementation of the UNDROP along with their implementation road maps. Those frameworks and road maps will benefit from, and build on, the outcomes of CoA1 (above) and CoA3.
- CoA3 will focus on building capacities of stakeholders (at both national and international level) for monitoring and accountability mechanisms around human rights, and on strengthening the integration and utilization of those accountability mechanisms by (inter)national organizations and governments. The expected outcome will be an improved programming and implementation of policies, guidelines, and legislations relevant to human rights in relation to food systems at both national and international levels.
- This will be complemented by the outcomes of CoA4 which will propose series of policy coherence analyses at both national and international levels with the objective to achieve stronger coherence between global and national norm setting processes for food systems and the right to food and claims of the UNDROP.
- Finally, the fifth CoA will be centered around the monitoring, evaluation, and learning (MEL) process of the whole project, with the expected outcome of documenting lessons learned on what work and what does not, what can be improved and identify good practices that can be replicated elsewhere. These lessons will be useful for Phase 2 design and planning.

If there is sufficient interest and political will at national levels as well as among intergovernmental organizations, and if the project can operate without (logistical and/or political) restrictions in the four pilot countries, together the outcomes of the five CoAs above are expected to lead the project's impact, that is the better implementation of the UNDROP's food system relevant articles at sub-national, national, and international levels. This is expected to contribute to strengthen the rights of rural and peri-urban food producers and actors, and eventually to improve the food security and wellbeing of these populations in line with the SDGs.

Figure 1: Theory of change of the projectlog



Stakeholders and beneficiaries engaged in the project

Table 1. Definitions of terms as applied in the “**People-centered Food Systems: Fostering Human Rights-based Approaches**” project.

Term	Definitions	Example
Duty-bearers	The state/ national government	Ministry of Health
Rights-holders	People resident to a country	Nationalized citizens and undocumented farmhands of a country
Intervenors	Any third party or person(s) granted permission (i) to file evidence or (ii) to make representations at the hearing of the judicial review.	Human rights statutory bodies (e.g., in-country Human Rights Commissions), unions, employer groups and interest groups (right to food coalitions).
Beneficiaries	Rights-holders, specifically marginalized and disadvantaged producers living across the spectrum of rural, peri-urban recognizing those rights whose rights to food have been violated, continue to be violated and thus have not had this right realized. This includes women, and small-scale food producers.	
Global actors (relevant)	Non-state actors working on food-related issues and the right to food.	Intergovernmental and international non-governmental organizations (NGOs) (e.g., LandNet Africa), and businesses
Civil Society Organizations (CSOs)	Civil society organizations working on the right to food including social movements, Indigenous peoples groups, small-scale food producer organizations, local non-governmental organizations (NGOs)	Ethiopian Women’s Lawyer Association, Welthungerlife, Cambodian Coalition of Farmer Communities Association, Heks

Stakeholders

In a stakeholder mapping and assessment exercise conducted by the Consortium, the countries have identified the key stakeholders considered strategic for engagement (See **Supplemental Files**). These stakeholders are from the sector of government, civil society, private sector, and

academia/research (i.e., think tanks). In the assessment, it is noted that engaging civil society and their alliances is equally important as engaging government agencies tasked in protecting the rights of rural and peri-urban populations. Civil societies and their alliances serve strategic purposes. One, is their strong connection with the rights holder in the rural communities and two, is their ability to mobilize popular (political) support for specific policies and programs that impact the rural communities. **Table 2** presents the number of agencies the project will work with and a tentative list of the specific agencies to be engaged more closely.

Table 2: Stakeholders engaged with the project

Stakeholder Category and Objective of Engagement	Planned Engagement Activities	ETHIOPIA	UGANDA	CAMBODIA	HONDURAS
		Stakeholder Agencies (total #)	Stakeholder Agencies (total #)	Stakeholder Agencies (total #)	Stakeholder Agencies (total #)
Duty-bearers To generate state commitment to the policies and programs promoting HR in FS	• Provide Awareness and knowledge about UNDROP/VG • Engage in policy assessment, policy dialogue, formulation and coherence • Provide training sessions and mini courses to strengthen ability as duty bearers • Solicit inputs and feedback to national global assessments and reports on UNDROP/VG	Ministry of Agriculture (MOA); Food and Nutrition Coordination office of MOA, Ministry of Health (MOH), Ministry of finance and Economic Cooperation, (MOFEC), Minister of Water, Irrigation and Electricity (MOWIE), Ministry of Foreign Affairs State/Woreda/Kebele governments (7)	Office of the prime minister and line ministers; Ministry of Gender, Labor and Social Development, Ministry of Water and Environment, Ministry of Agriculture, Ministry of Trade, Industry and Cooperatives, District local Governments/Sub counties/ Municipalities and cities Council Nutrition Committees (6)	Ministry of Agriculture, Forestry and Fisheries, Ministry of Planning, Ministry of Social Affairs, Veterans and Youth Rehabilitation, National Committee for Sub-national Democratic Development (NCCD), National Social Protection Council Council for Agriculture and Rural Development (CARD) Province/District/Communes governments (7)	The Secretary of State in the Offices of Agriculture and Livestock, National Service of Health and Food Safety SENASA, Directorate of Agricultural Science and Technology DICTA, Directorate-General for Fisheries and Aquaculture, General Directorate of Irrigation and Drainage, Agricultural Development Program Under Irrigation, National Agri-Food Development Program, Agricultural Education, Training and Agribusiness Development Service, Agribusiness, Food and Nutrition Security Technical Unit (UTSAN), WOMEN'S INSTITUTE, Association of Municipalities of Lake Yojoa AMURPOLAGO, CAFEG, The Secretary of State in the Office of Health; The Secretary of State in the Offices of Natural Resources and Environment (14)
Rights Holders To increase awareness and build	• Provide Awareness and knowledge about UNDROP/VG	Farmers Associations, Cooperative Unions,	District Food and Nutrition Working Groups District Farmer	Farmer and Nature Net Association (AFA member)	Association of Renewed Intibucanas Women (AMIR),

Stakeholder Category and Objective of Engagement	Planned Engagement Activities	ETHIOPIA	UGANDA	CAMBODIA	HONDURAS
		Stakeholder Agencies (total #)	Stakeholder Agencies (total #)	Stakeholder Agencies (total #)	Stakeholder Agencies (total #)
capacity in claim-making hence amplifying voices in national policy making	- Contribute in consultations to draft national frameworks for UNDROP/VG - Build capacity for advocacy and engagement in national policy making	Women and Youth Associations, Watershed management committees, Kebele community development Committees (KCDC)/Community Care and Support Coalitions (CCSC) (5)	Associations District farmer Cooperatives District Nutrition Committees District Conservation Associations Watershed Management Committees	Community Protected Areas (CPAs) Community Forests (CFs), Community Fisheries (CFi) (4)	Coordinator of rural women of La Paz COMUCAP, National Association of Coffee Producers Foundation (3)
Intervenor To increase awareness and contribute in national policy making on HR in FS, to build capacity in monitoring human rights commitments of the country	- Provide Awareness and knowledge about UNDROP/VG - Consult for contribution to policy assessment, policy dialogue, formulation and coherence - Provide training and skills for HR monitoring and reporting	Ethiopian Human Rights Commission (EHRC) (1)	Uganda Human Rights Commission (1)	Cambodian Human Rights Committee (CHRC) Cambodian Center for Human Rights UN Special Rapporteur on the situation of human rights in Cambodia (3)	National Human Rights Institution (CONADEH) OHCHR in Honduras (2)
Global Players To influence global and national investments supporting HR in FS	- Provide Awareness and knowledge about UNDROP/VG - Consult for contribution to policy assessment, policy dialogue, formulation and coherence at	USAID, FAO, WFP, Scaling Up Nutrition CSO Alliance (4)	CARE International, OXFAM-International, Heifer International, Food Rights Alliance, Participatory Ecological Land Use Management (PELUM), FIAN International, Acholi Private Sector Development	GIZ FAO WFP Scaling Up Nutrition CSO Alliance USAID (8)	FIAN, HEKS EPER, CIAT, Help in Action, CARE, SAVE THE CHILDREN, (6)

Stakeholder Category and Objective of Engagement	Planned Engagement Activities	ETHIOPIA	UGANDA	CAMBODIA	HONDURAS
		Stakeholder Agencies (total #)	Stakeholder Agencies (total #)	Stakeholder Agencies (total #)	Stakeholder Agencies (total #)
	national and global levels		Company, ACORD, Harvest Plus, (9)		
Local Players To increase knowledge and improve skills in engaging national policy making for HR in FS	• Provide Awareness and knowledge about UNDROP/VG • Contribute in consultations, policy dialogues • Build capacity on evidence-based policy making and advocacy	Nutrition Partner Group, Institute for Gender Studies (IGS) of Addis Ababa University Ethiopian Public Health Institute (EPHI) (3)	National Food Systems Task Force-Food Systems panel of Experts, Uganda Land Rights Alliance, Uganda Water and Sanitation Network, International Institute of Tropical Agriculture, Makerere University, , Kyambogo University, Gulu University (6)	Helen Keller International World Vision International, Foundation for International Development/Relief Royal University of Agriculture (RUA), Royal University of Phnom Penh (RUPP) (5)	National Autonomous University of Honduras, Indigenous University COHEP (3)
Local CSOs To increase knowledge and improved and capacities in bringing rights holders into national policy making via advocacy	• Provide Awareness and knowledge about UNDROP/VG • Contribute in consultations, policy dialogues • Build capacity in effective organizing and mobilizing of rights-holders	ORDA: Organization for Rehabilitation and Development in Amhara, ADA: Amhara Development Association ODA: Oromia Development Association (3)	Caritas-Uganda Diocesan Development Services (2)	CamboDHRRRA, Star Kampuchea HEKS EPER (3)	COSECHA (1)

Beneficiaries

This program will ultimately impact and benefit the rural and peri-urban populations of the four countries. These populations include smallholder farmers including landless agriculture workers, pastoralists communities (i.e., in Uganda), indigenous peoples, rural women and youth, children and households living under extreme poverty. IIRR and Rikolto have existing programs targeting rural and urban populations in specific regions/provinces in the countries. These ongoing programs in communities will complement the national level activities by linking rural and urban populations to the activities on awareness building, dialogue and co-designing policy and program frameworks advancing human rights within food systems.

The interventions of this project described in the cluster of activities (CoA) are mainly targeted to build awareness among target stakeholders and build capacity for strategic agencies to be engaged. The capacity building activities aim to increase knowledge and skills of the agencies towards co-designing policy and program frameworks to advance human rights in food systems. As the nature of the activities are aimed at national and international levels, the beneficiaries of the project are:

- leaders of civil societies and alliances that serve the interest of the impact population (rural and some peri-urban populations),
- officials and staff of government agencies tasked in policy making and service delivery,
- members of academia to contribute to evidence generation to inform policy making,
- leaders and selected members of the impact population including farmers, rural women, youth, children, and indigenous peoples, and
- members of the target communities where IIRR and Rikolto are currently implementing programs.

The estimate reach of this program is presented in **Table 3**.

Table 3: Reach of the project

Country and Categories* of Project Participants	Target Participants to Objective 1: Information, Knowledge and Capacity Improvement		Target Participants to Objective 2: Development of the Rights Framework		Target Participants to Objective 3: Monitoring and Accountability Mechanisms		Target Participants to Objective 4: Building Policy Coherence		Target Participants to Objective 5: Theory-based project evaluation	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Ethiopia										
Government officials and staff	200	200	50	50	50	50	50	50	200	200
Leaders and members of NGOs/Alliances	100	100	50	50	50	50	50	50	100	100
Leaders of farmers, women, youth	50	50	30	30	30	30	30	30	50	50
Members of academia and researchers	30	30	30	30	30	30	30	30	30	30
Members of the communities	500	500	100	100	100	100	100	100	100	100
Cambodia										
Government officials and staff	100	100	50	50	50	50	50	50	100	100
Leaders and members of NGOs/Alliances	100	100	50	50	50	50	50	50	100	100
Leaders of farmers, women, youth	20	20	20	20	20	20	20	20	20	20
Members of academia and researchers	20	20	10	10	10	10	10	10	20	20

Country and Categories* of Project Participants	Target Participants to Objective 1: Information, Knowledge and Capacity Improvement		Target Participants to Objective 2: Development of the Rights Framework		Target Participants to Objective 3: Monitoring and Accountability Mechanisms		Target Participants to Objective 4: Building Policy Coherence		Target Participants to Objective 5: Theory-based project evaluation	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Members of the communities	500	500	100	100	100	100	100	100	100	100
Uganda										
Government officials and staff	300	300	50	50	50	50	50	50	300	300
Leaders and members of NGOs/Alliances	200	200	50	50	50	50	50	50	200	200
Leaders of farmers, women, youth	100	100	50	50	50	50	50	50	100	100
Members of academia and researchers	50	50	20	20	20	20	20	20	50	50
Members of the communities	1,500	1,500	100	100	100	100	100	100	300	300
Honduras										
Government officials and staff	100	100	50	50	50	50	50	50	100	100
Leaders and members of NGOs/Alliances	50	50	20	20	20	20	20	20	50	50
Leaders of farmers, women, youth	100	100	50	50	50	50	50	50	100	100
Members of academia and researchers	10	10	10	10	10	10	10	10		

Country and Categories* of Project Participants	Target Participants to Objective 1: Information, Knowledge and Capacity Improvement		Target Participants to Objective 2: Development of the Rights Framework		Target Participants to Objective 3: Monitoring and Accountability Mechanisms		Target Participants to Objective 4: Building Policy Coherence		Target Participants to Objective 5: Theory-based project evaluation	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Members of the communities	1,000	1,000	100	100	100	100	100	100	300	300
TOTALS**	5,030	5,030								

* definition of categories

Government officials and staff: Ministers, Deputy Ministers, members of parliament, sub-national government officials and staff

Leaders and members of NGOs/Alliances: Officers, board of directors, project staff of local NGOs and international NGOs, and their alliances

Leaders of farmers, women, youth: Community-based groups such as farmers associations, women associations,

Members of academia and researchers: Professors, researchers and experts from universities, think tanks and research institutes

Members of the communities: Individual farmers, women, youth beneficiaries of IIRR and Rikolto community projects in the 4 countries

** Estimated total reach. These individuals/participants will also be participants of objectives 2-5. We have not summed up the numbers from the other objectives to avoid double counting of individuals

Explanatory Notes of Table 3:

Objective 1 will have a large target of participants as these are awareness raising activities, training and mini-courses meant to inform and capacitate as many individuals as the resources can cover.

Objectives 2-4 activities are more consultative in nature as the discussion areas and tasks are more focused—such as national HR frameworks, ME mechanisms and policy coherence. The approach here is to engage only a selected group of agencies and people who have participated in objective 1 activities. Hence for these objectives—our number of participants will not that be high as objective 1.

Objective 5 is about project evaluation so this will still be select agencies and people we will “sample” for the evaluation activities that can include surveys, KI interviews, focus group discussions. Hence the number is also less than objective 1 participants.

In summary, objective 1 numbers are our best estimate of the reach of this project which is ~10,000 people/individuals as the people targeted for objectives 2-5 will be selected from the people participating in objective 1 activities.

These are DIRECT REACH from our activities, participants to the activities we will implement. Not included here is the number of the impact population i.e. the population benefiting from the change of policy or improved capacities of duty-bearer. Assessing the impact of this project to the population of rights-holders is best done 4-5 years after the end of the project. This assessment of impact is not within the scope of this project.

III. Implementing strategy

Description of the intervention approach

Approach and framework

To achieve its ambition the “People-centered Food Systems: Fostering Human Rights-based 5Approaches” project will build on a combination of key documents with the objective to support and complement the UNDROP framework.

Because the UNDROP framework seeks to cover many different aspects of rural people's life (adequate living conditions, fair access to services, etc.), its content is ambitious and generic by nature, meaning that it does not necessarily address issues related to food systems and food security. To palliate this, we will consider the High-Level Panel of Experts conceptual food systems framework to apply the UNDROP content to issues relevant to food systems. To do this we propose to structure our approach around two complementary components: (1) the CFS Voluntary Guidelines on Food System for Nutrition (VGFSyN) and (2) other human rights treaties’.

The VGFSyN explicitly adopts a food system framework, insists on the importance of adopting a systemic, intersectoral approach, and draws attention to coherent and context-specific policies. As such, VGFSyN is useful as a "prism" to refocus the generic approach of the UNDROP and redirect policy attention on food systems for improved food security, diets, and nutrition outcomes. An additional strength of the VGFSyN is that its structure organized into actionable Focus Areas can offer guidance to right-holders and stakeholders in identifying actionable interventions. In parallel to the VGFSyN we propose to rely on items pertinent to the food systems in key human rights conventions, including the International Covenant on Civil and Political Rights (ICCPR), the International Covenant on Economic, Social and Cultural Rights (ICESCR), the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW) and the International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families (ICMW). This combination of human rights instruments provides a solid and comprehensive initial framework for this project with a particular focus on food smallholder producers and related informal food system actors in rural and peri-urban environments.

Rationale for this initial framework

Coupling the VGFSyN with the other human rights treaties provides distinct but complementary supports: International human rights laws (IHRs) lay down obligations which States are bound to respect (in that sense human rights treaties are binding on states, unlike the VGFSyN, which, by definition, are voluntary). Also, unlike other bodies of law which may only apply to specific groups or situations, IHRs always apply to all people (at least in countries that have ratified the relevant treaty). This includes not only the State's own citizens, but everyone within that State's jurisdiction or effective control. This means that all migrants, regardless of their status, are entitled to the same

international human rights protections and entitlements as everyone else. On the other hand, the VGFSyN specifically focuses on food systems, with a direct attention on diets and nutrition, while also addressing the environment and livelihoods, whereas the human rights treaties don't focus on food systems. This combination provides, therefore, a rigorous and complementary framework to meet the main goal of the program.

Activities and methods of interventions

The IBHR will serve as the underlying framework for discussions around human rights, while the VGFSyN will focus those discussions on policy entry points/actions to improve food systems across several national agencies. In each pilot country, stakeholders will identify policy entry points/actions of the VGFSyN which they perceive as particularly relevant for their context –ensuring a strong level of country-specificity in the discussions. To facilitate the process and offer backstopping around important issues such as land tenure, seeds, agro-ecology management, diets, and women's empowerment, the Consortium will leverage its breadth of knowledge and skills to develop a suite of educational materials and interactive dialogues. To deliver this, the project's activities will be structured into five main clusters of activities (CoAs) designed to deliver outputs around five specific themes *strategic outcomes*, as follows:

- **Cluster of activities 1: Training and capacity building:** This cluster will begin by the drafting of an internal report "Integrating human rights in food systems" (Jan-Apr 2022). The main ambition of this document will become a foundational global policy document on how to articulate, apply and incorporate human rights into global and national fora and food system policies. To draft this document, we will draw on the Human rights instruments mentioned above to map a range of widely accepted rights onto a food systems conceptual framework (expanding the High-Level Panel of Experts report of food systems to capture food system workers). Then, following a series of more in-depth country need assessments that will be implemented by IIRR and Rikolto with key stakeholders (April-May 2022), a series of 6 interactive workshops (Aug 2022-Apr 2025), 5 training sessions (Jul 2022-Jul 2024) and 2 mini-courses (Jun 2023 and Dec 2024) will be conducted in each pilot country, covering the complete set of relevant topics considered necessary to build the capacity of country actors to effectively implement the UNDROP (see **Table 4** for outcomes and Logframe for outputs). All capacity building activities will include the Gender Action Learning System (GALS) approach.
- **Cluster of activities 2: Civil society mobilization, awareness raising and advocacy interventions.** CoA2 will start with the drafting of the internal report "UNDROP – Improving the lives and fulfillment of human rights of rural food system actors" (Jan-Apr 2022). The objective of this document will be to provide a situation evaluation/analysis for each country where the Project will be operating, with the aim to describe the major challenges for rural food system actors and how these challenges implicate human rights. Series of policy dialogues and consultation workshops with rights' holders and duty bearers will then be designed and implemented (May 2022- Jul 2023 -see indicators in Logframe) targeting specific groups of right-holders and relevant actors including civil society alliances promoting human rights and food security issues (See Table 2), with the objective to strengthen the

legal and policy frameworks in each of the pilot countries in relation to issues of human rights in food systems; Awareness raising materials will also be developed and delivered during the various events organized as part of this CoA but also CoA1 (e.g. Interactive workshops, training sessions) (indicators listed in Logframe). Where deemed necessary or requested by stakeholders, technical backstopping around issues of land tenure; agro-ecology, biodiversity and seeds; and food access and healthy diets from sustainable food systems will be provided during those various multi-stakeholders' events (CIAT has provided 60 additional days of expert technical backstopping in these specific topics).

Table 4 List of topics for workshops, trainings and mini-courses (tentative)

Events	Knowledge Topics	Skills Topics
Interactive workshops (Aimed at building awareness; to build interest among stakeholders about the project's themes and subject matter)	- Food systems thinking, UNFSS process, highlights, - Basic concepts of human rights and why it matters in food systems - UNDROP; VGFSyN; IHRL; and GALS (international policy landscape) - Policy landscape including accountability mechanisms at national level on right to food and food systems related policies	None as the objective of the interactive workshops is build awareness and solicit initial feedback from national stakeholder's vis a vis the topics and themes of this project.
Training sessions (Aimed at enriching knowledge and building skills to advance but will be determined during the need assessment workshops)	General (for all sectors) - Food systems thinking - Rights to food, land, and water - UNDROP; VGFSyN; IHRLs - GALS approach food sovereignty - Rural women and indigenous women in the food systems	<i>Specific to Government/State agencies:</i> - Effective practices in Evidence-based policy making - Case studies on ME, accountability tracking and reporting on human rights promotion in the rural sector - Tools and mechanisms for citizen participation in HR tracking and reporting <i>Specific to NGOs/Civil Societies:</i> - Policy analysis - Developing and communicating policy proposals - Negotiation and conflict resolution - Stakeholders' analysis - Facilitation and coalition building - Documentation and generation of evidence for policy making
Mini-courses (Strengthening specific skills needed, like a	Equity and rights issues related to food security, nutrition, and access to healthy, sustainable diets in rural and peri-urban environments	Participatory ME, systematization of experiences, and outcome harvesting, facilitating <i>writeshops</i> (participatory publication)

topic-focused in-depth course)	• Agro-biodiversity conservation (right to seeds?) and sustainable food systems • Land/water tenure regimes—why it matters and potential schemes for land and water governance • Food sovereignty and climate justice • Social inclusivity of food systems programming for the “bottom 40%” of the rural sector	• Effective engagement of women and indigenous peoples in national and sub-national advocacies on food systems • Practical approaches to a rights-based approach to workers and workplace management in the food sector
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- **Cluster of activities 3: Monitoring and accountability strengthening:** Through a series of technical discussions and workshops organized at international level with headquarter UN-agencies (Oct 2022 and Apr 2023) and at national level in the four pilot countries (Oct 2023 and May 2024), the project team will support those stakeholders in co-designing and integrating human rights monitoring and accountability mechanisms specifically adapted to food systems' conditions in the existing national M&E systems. Key areas of focus will include human rights most relevant to the overlap between UNDROP and VGFSyN; rights specified in the IBHR and other human right treaties that dovetails with policies/actions identified in the VGFSyN; and rights specified in the UNDROP that rights-holders in the specific countries identify as priorities and that link to food systems. Series of follow-up/feedback workshops will then be organized to assess the progress toward the establishment of the accountability mechanisms (Jul 2025)—see indicators listed in LogFrame.
- **Cluster of activities 4: Policy coherence:** the CoA4 will start by the preparation and implementation of a series of individual policy coherence analyses across multiple national agencies by the Consortium at both national (March-May 2022) and international levels (Apr 2023) with the objective to assess the degree to which national and global/international norm setting processes for food systems are aligned with the right to food and the claims of the UNDROP. Building on those analyses but also key-findings from CoA1 and CoA2 the project team will then draft the internal report "Voluntary Guidelines and the rights of peasants, rural food system actors and indigenous people within countries" (March-May 2023). For each country, the report will propose a short list of recommendations of specific VGs that can advance fulfillment of specific rights for rural food system actors. These recommendations will draw on both Voluntary guidelines on land tenure (VGGT), VGFSyN and the VG Right to adequate Food. For each highlighted VGs, the document will also identify who would benefit from that VG, who are the duty bearers, and how the VG addresses specific rights of those who would benefit.
- **Cluster of activities 5: Evaluation & Learning:** In parallel to the four CoAs described above, an evaluation and learning component will be implemented from day 1. This component will be structured around a theory-based evaluation (TBE) approach, delivered through a baseline (March May 2022) and end line surveys (Aug-Sept 2025) to document system-level changes (including around gender) observed in the four pilot countries related to rights-based laws and legislation, changes in international rights-based norms and guidelines, the influence of the project on national and international debates and what

approaches are included to ensure sustainability with political landscape changes. Those changes will be captured through the monitoring of indicators gauging the perceptions, attitude, knowledge/capacities, and practices (PAKP) of key decision-makers, duty-bearers and rights-holders at both (sub)national and international levels. Some of those indicators will be built using the Key indicators listed in the Logframe (see also the “Result-oriented reporting system” section below). The conclusions of the evaluation & learning CoA will become a report (Sept-Oct 2025) and inform and guide the second phase of the project.

In each of these 5 clusters of activities, a specific Gender and Youth (G&Y) component will be included. For instance, in Cluster 3 *Monitoring and accountability strengthening*, effort will be made to ensure that at least half of the indicators and accountability mechanisms are gender- and age-disaggregated. Likewise in Cluster 1 *Training and capacity building*, both the content and the targeted beneficiaries will be organized to satisfy the condition that at least half of the resources be allocated to this G&Y component.

The intervention strategy

The current difficulties of countries to implement fully and effectively the UNDROP and other similar documents advocating a human right-based approach in the context of food systems result from a combination of distinct yet self-reinforcing constraints and restraints. Those include a poor knowledge of the content of those documents, which translates into a poor appreciation of the potential support and guidance that those documents can provide. Other barriers or difficulties also contribute to this, including the fact that human rights-based approaches are still perceived by many decision-makers as a rather ‘nebulous’, complex and less tangible set of tools than more conventional policy instruments. Many feel they are lacking the (technical) knowledge and the capacities to use such approaches and feel ill-equipped to appreciate and be able to build on documents that advocate this concept. To complicate the matter, food systems themselves are also relatively complex. Their multidimensional and multi-sectoral nature mean that many law-makers and stakeholders struggle to comprehend their dynamics, drivers, and outcomes. It is for instance difficult to pinpoint why healthy diets remain mainly unaffordable to many people, even in rural communities.

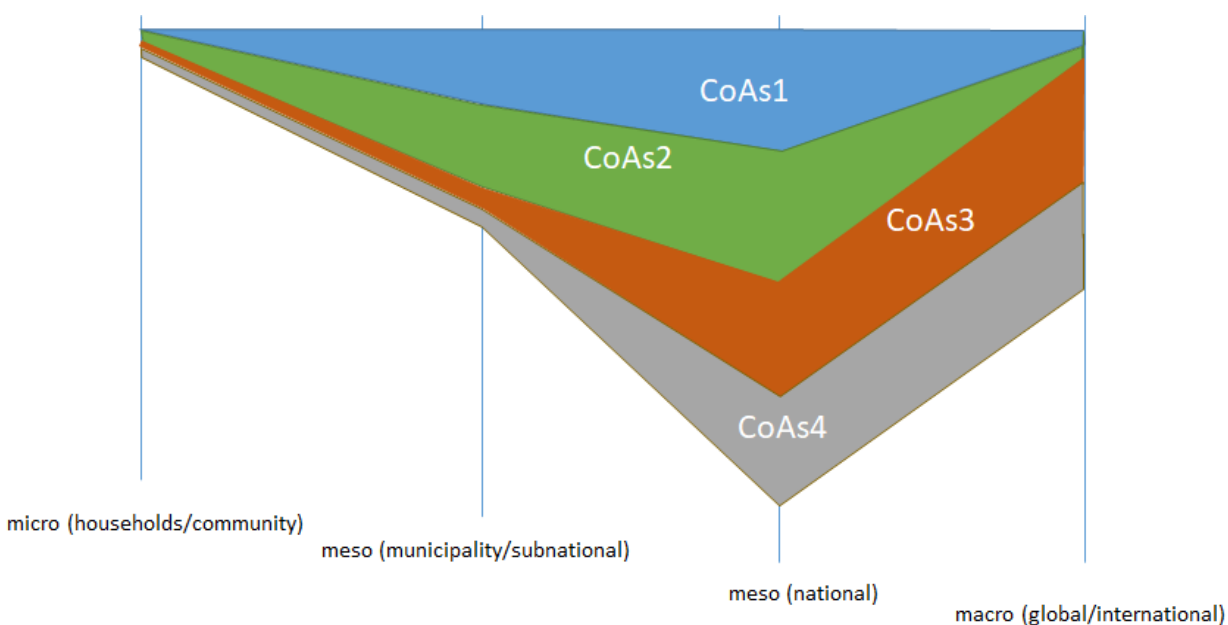
The project has been structured to address these different issues. The core of the activities is organized around capacities building, advocacy, training, awareness raising, search for policy coherence, dialogues, and provision of technical support to the various groups involved, with the ambition to improve the perceptions, attitude, knowledge/capacities, and practices (PAKP) of those key decision-makers, duty-bearers, and rights-holders at both national and international levels. We will be working simultaneously at improving the general understanding, appreciation, and ability of the key-stakeholders -including the beneficiaries themselves (poor rural and mainly farming communities, and within those especially women and youth)- to engage with the concept of human rights at the same time that we will also boost their knowledge and understanding around food systems and why and how embracing a food system is critical to fully address some central issues around land tenure, agrobiodiversity, seeds, agro-ecology, access to healthy and sustainable diets

and how those, eventually, are essential to secure improved food security and nutrition for communities that this project will potentially engage.

Levels of the intervention

By the nature of its activities the project has adopted a multi-scale approach spreading from micro to macro-levels. The intensity of work is not however distributed equally between the scales, with the core of the activities taking place at the meso (sub-national and national) and macro (international) levels as shown in **Figure 2**. This is in line with the general objective of the project and the terms of the initial call where the SDC/GPFS was “looking for project proposals that focus on enhancing the awareness, capacities, governance, monitoring and accountability for relevant human rights in food systems *at national, regional and international level.*”

Figure 2: Stylized representation of the levels at which the project activities will take place (CoAs = cluster of activities)



Interactions at micro-level with the ultimate beneficiaries of the project will occur, however. But those will be limited mainly to the participation of community leaders / farmer champions to subnational or national key events and dialogues to ensure that the local voice is represented. Capacity building activities will also thread through the various stakeholders including local partners / community leaders. But the bulk of the activities, outputs and outcomes will take place at national level.

Initial time frame of phase 1

The project has been designed to deliver concrete outputs and reach tangible outcomes within the four first years of the initial phase (Jan 2022- Dec 2025). For their majority, the four main clusters of

activities propose activities that are spread over the first phase, although not all of them are continuous. **Figure 3 and Table 5** provide the detail of the time frame and breakdown of the activities for this first phase. CoA1 (Training and capacity building), CoA2 (Mobilization, awareness raising and advocacy) and CoA3 (Accountability creation) have all activities implemented throughout the 4 years of the project, starting within the first months [COVID, elections, political goodwill permitting] and continuing up to year 4. This reflects the fact that all those activities are addressing change in Stakeholders and/or institutions which need time and continuous support. CoA4 (Policy coherence analysis) will take place during the first year of the project (as key findings from this CoA will be used as inputs into activities of some of the other CoAs). Finally, CoA5 includes activities related to the Learning component of the project and is therefore structured around a baseline (to be completed during the first months of the project in 2022 [COVID permitting]) and an endline to be implemented during the last 6 months of the project, in early 2025. More globally the plan is to operate gradually in three phases depending on future funding:

- **The first phase of the project** (this proposal - Jan 2022 - Dec 2025) aims to establish the appropriate 'enabling environment' in the four pilot countries (Cambodia, Honduras, Ethiopia, and Uganda), by achieving the strategic outcomes 1-4 in those four pilot countries and by initiating elements of discussion at the international level (in relation to strategic outcomes 3 (Accountability) and 4 (Policy coherence)).
- **The second phase of the project** (Jan 2026 - Dec 2029) will be a transition phase: the initial few months will be dedicated to review and assess 'what worked and what did not' during the first phase of the project (Jan 2022 - Dec 2025), using the conclusions of the MEL component run in phase 1 and adjusting the proposed approach, where and if necessary. In parallel, in this second phase we will engage very actively in policy advocacy and influence in the initial four pilot countries and internationally, building on the positive results obtained during the first phase (stakeholders' awareness raised, capacity built, policy coherence improved, etc.). In the second part of this second phase, we will apply the (adjusted) approach of phase 1 in a series of three to four additional countries chosen in consultation with the donor, with the ambition to build the 'enabling environment' in those new pilot countries the same way it was built during the first phase.
- **The third phase of the project** (Jan 2030 - Oct 2031) will correspond to the scaling out phase. Having tested and adjusted the approach through the first eight pilot countries and operated at the international level for several years, the Consortium will then be in the position to scale this initiative out and make a much larger number of countries benefit from it –thus multiplying further the impact of the project. Low and middle-income countries will be targeted. A large part of the scaling out will be done by developing support material and running Training of Trainers (ToT) workshops at regional scale to maximize the number of countries that can benefit from the experience acquired by the members of the Consortium. In parallel, the Consortium will continue its advocacy/lobbying work at international level.

Figure 3: Gantt Chart of the activities for the first phase of the project (2021-2025)

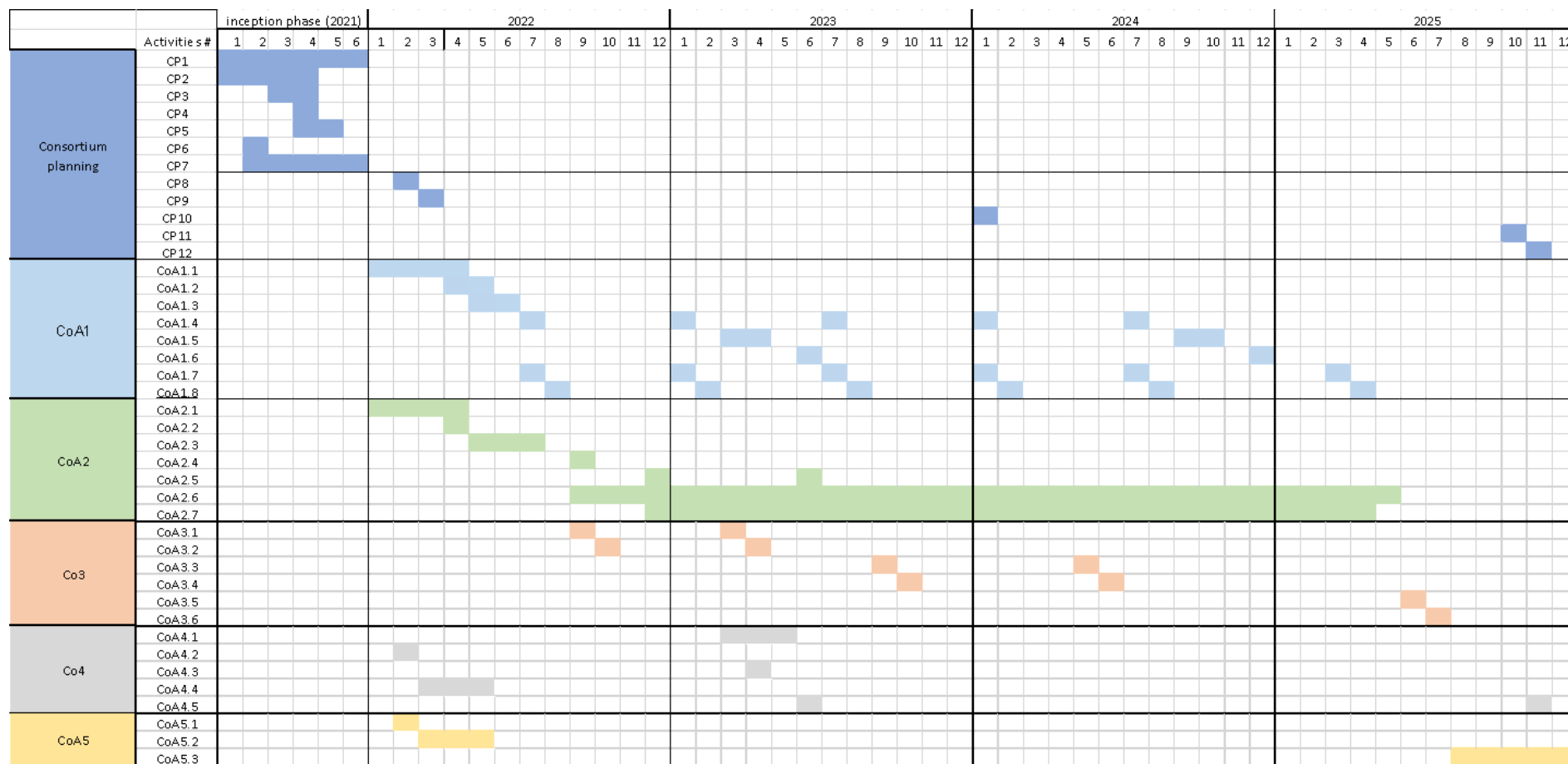


Table 5: Detailed list of activities included in each of the 5 clusters

Clusters	Activities#	Activities details
Consortium planning	CP1	series of fortnightly planning meetings and one retreat
	CP2	Situation analysis (secondary data)
	CP3	Stakeholder mapping (secondary data)
	CP4	Governance and Policy Analysis
	CP5	Vulnerability analysis -women and Yout (secondary data)
	CP6	Mapping of other similar project - synergies
	CP7	Project sensitization and global overview
	CP8	Preparation country level participatory meetings
	CP9	Participatory introduction / planning meeting in pilot countries (face to face or virtual - COVID depending)
	CP10	Consortium internal mid-term review workshop
	CP11	Consortium internal endline Review workshop (planning phase 2)
	CP12	Feedback workshop SDC and International community
CoA1: Training and capacity building	CoA1.1	Preparation and writing of the internal report "Integrating human rights in food systems"
	CoA1.2	Training and capacity building needs assessment per country
	CoA1.3	Preparation training sessions (desk-based + e-conference)
	CoA1.4	Delivery of comprehensive Training sessions
	CoA1.5	Preparation of mini-courses (desk-based + e-conference)
	CoA1.6	Delivery of two mini-courses
	CoA1.7	Preparation of interactive discussions with stakeholders/policy-makers at country level
	CoA1.8	Delivery of the interactive sessions (leading to the drafting of National frameworks on the implementation of the UNDROP food system relevant articles and their roadmap)
CoA2: Mobilization, awareness raising and advocacy	CoA2.1	Preparation and writing of the internal report "UNDROP – Improving the lives and fulfillment of human rights of rural food system actors"
	CoA2.2	Preparation policy dialogues and consultation workshop with rights' holders and duty bearers
	CoA2.3	Policy dialogues (Consultation workshop with rights' holders and duty bearers)
	CoA2.4	Awareness raising (AR) messages and materials preparation (desk-based + e-conference)
	CoA2.5	Delivery of awareness raising activities
	CoA2.6	Advocacy work
	CoA2.7	Technical Backstopping
Co3: Accountability creation	CoA3.1	Preparation of technical workshop (Accountability) - international level (desk-based + e-conference)
	CoA3.2	Delivery of Accountability workshops (international) or setting up of regional network for Learning Exchange and creating positive friction on adoption of UNDROP?
	CoA3.3	Preparation of technical workshop (accountability) at pilot country level (desk-based + e-conference)
	CoA3.4	Delivery of workshops - pilot countries
	CoA3.5	Preparation feedback - reflective workshop on national progress (desk-based + e-conference)
	CoA3.6	Delivery feedback - reflective workshop on national progress
Co4: Policy coherence	CoA4.1	Preparation and writing of the internal report "Voluntary Guidelines and the rights of peasants, rural food system actors and indigenous people within countries "
	CoA4.2	Preparation of Policy Coherence analysis (methodology)
	CoA4.3	Policy coherence at international level (deskbased)
	CoA4.4	Completion of Policy Coherence analysis at pilot country level
	CoA4.5	Development of Policy Brief prior and after Policy coherence analyses and results of consultation workshops
CoA5: Learning	CoA5.1	Preparation of MEL component
	CoA5.2	Delivery of MEL baseline and report
	CoA5.3	Delivery of MEL endline, analysis and report

Measures to ensure sustainability

Our general strategy to ensure the sustainability of the impacts and the scaling up process is to follow a stepwise process. We propose first to test our approach in the 4 pilot countries with the intention to learn what works and what does not in the way we have articulated and implemented our interventions. Each of those pilot countries is characterized by constraints and context around food security, malnutrition burdens and marginalized populations but also institutional arrangements. As such each offers a unique opportunity to draw lessons generated through the MEL process.

The MEL process to be implemented through the CoA5 has been designed to collect, document and synthesize the information necessary to generate these lessons, so that, in the second phase of the project (Jan 2026-Dec 2029) we can build on those lessons, adjust the approach/methods and extend the project to several new countries with minimum risks and maximum impact, while still supporting the stakeholders and their activities in the first four pilot countries. In the third phase, the activities will focus on scaling out the process to a third set of countries and on consolidating network and advocacy capacities for sustained decentralized change at the regional levels. In effect a significant proportion of the scaling out phase will be done by developing support material and implementing Training of Trainers (ToT) workshops and peer-to-peer learning networks at the regional scale, anchored in pilot countries to maximize the number of countries that can benefit from the experience acquired by the members of the Consortium while keeping the cost of the scaling up at reasonable levels. In parallel, the Consortium will continue its advocacy/lobbying work at international level.

IV. Organization, Management and Administration

Description of the partner organizations

The project combines experts with specialization on ethics, human rights, and rural development, including a very strong know-how in participatory process and capacity building at community, local and national levels. Each partner has deep international experience on issues related to food systems, food security and nutrition and have field expertise in all four pilot countries included in this proposal.

The multidisciplinary project Consortium includes academics, development practitioners, ethicists, and lawyers from Johns Hopkins University, CIAT on behalf of the Alliance of Bioversity International and CIAT, The International Institute of Rural Reconstruction, and Rikolto. The Johns Hopkins University is one of the leading U.S. academic institutions focused on teaching, scholarship, and research. CIAT on behalf of the Alliance of Bioversity International and CIAT is international research for development organization that is part of the Consultative Group on International Agricultural Research, the largest international network on agricultural public research to service the global South. The International Institute of Rural Reconstruction is an international not-for-profit organization aimed at enabling communities, and those who work with them, to develop innovative yet practical solutions to poverty through a community-led development approach, and to share widely these lessons to encourage replication. Rikolto is an experienced market system & inclusive business facilitator, using innovative approaches in co-creation with a sector-wide range of partners to find more sustainable ways of accessing, distributing, and producing nutritious food, so no one is left behind.

Johns Hopkins University

The Johns Hopkins Berman Institute of Bioethics (BI), a University-wide entity located on the University's East Baltimore Campus, is the academic home for the lead applicant on the project. Professor Fanzo also holds appointments at the Nitze School of Advanced International Studies and the Bloomberg School of Public Health. The BI conducts advanced scholarship on the ethics of clinical practice, biomedical sciences, and public health, as well as engaging students, the public, and policymakers in serious discourse about these issues. Established in 1995, the BI is comprised of a large, interdisciplinary faculty from several Divisions of the Johns Hopkins University. Of relevance to the proposed project are the world-renowned Bloomberg School of Public Health and School of Medicine. One of the unique features of the BI's environment is not only the interdisciplinary nature of the faculty's work, but its collaborative arrangements with many relevant Johns Hopkins institutes and departments devoted to improving the scientific understanding of many of the world's grand challenges.

While many efforts are made across the world to tackle these intertwined challenges, the Johns Hopkins University is poised to contribute in a unique way. It provides interdisciplinary expertise in human health from a patient care and research perspective, environmental sustainability, leading ethics and social justice scholarship, access to the world's leading policymakers, links to national governments, strong partnerships with non-governmental organizations, the private sector and academia as well as dedicated students.

The *Global Food Ethics and Policy Program* (GFEPP), of Johns Hopkins University will address critical global issues of under- and over-nutrition and diet-related diseases, poverty, inequity and injustice across the food system, and environmental degradation caused by agriculture. The Program will serve as a focal point for deepening Johns Hopkins collaborations and partnerships, convening experts and leaders to shape policy, and connecting scholars and scientists to the societal players that are shaping the global food system.

The activities of GFEPP encompass three areas of work:

- **Research:** Generate and disseminate new scientific evidence and new ethics scholarship with political and societal relevance regarding food systems and challenges that the food system faces (climate and environment, social equity and justice, population growth, rapid urbanization, and transformation etc.).
- **Education:** Build the capacity of the next generation of educators, policymakers, and development practitioners who can provide leadership related to sustainable food systems and ethics. Training and skillsets will need to be upgraded to adapt to global trends and drivers across increasingly interconnected food systems.
- **Policy and Development:** Provide guidance and foresight on ethical, political, social, health and nutrition issues connected to food systems that would allow innovative and sustainable solutions for more equitable food security.

Thematic Focus Areas

The activities undertaken in the Program seek to generate solutions that address food system challenges while shedding light on how to feed the world well and ethically. The Program will focus its research, education, and policy work across four thematic areas:

- **Agriculture and Food Systems:** Agriculture faces many challenges, making it more and more difficult to achieve its primary objective – feeding the world – each year. Population growth and changes in diet associated with rising incomes drive greater demand for food and other agricultural products, while global food systems are increasingly threatened by land degradation, climate change, and other stressors. Uncertainties exist about regional and local impacts of climate change, but the overall global pattern suggests that the stability of the food system will be at significant risk due to short-term variability in food supply. The Program will perform research to inform policy action on context-specific, ethically defensible solutions that transcend small- to large-scale farming in the rural context and the convergence of rural to urban center food systems.
- **Environment and Climate:** A related question is how increased food production and meeting the increased demand for diverse diets will affect the environment, including the impact on greenhouse gas emissions, water resources, biodiversity conservation and the planetary

ecosystem more broadly. The global food system is the largest emitter of greenhouse gases to the atmosphere, contributing 34% of the total. Ways to decrease emissions from deforestation, agricultural practices, and the processing, transport, and use (including avoidance of loss and waste) of food are among the most important challenges we face. The Program will work with regional and national partners and other stakeholders around the ethical significance of these challenges, and establish new innovative, ethically sensitive metrics and models to understand how changes in supply and demand impact environment and ecosystem indicators.

- **Nutrition and Health:** The double burden of obesity and chronic undernutrition, which arises from urbanization, demographic shifts, and changing dietary and lifestyle patterns, affects as many as two billion people around the globe. Increasing rates of obesity in both the developed and developing world require an emergency response to the rise of non-communicable diseases. These increasing rates also place demands on food and public health systems. Well-crafted responses from local farmers, international health workers, the global food industry, and governments are badly needed, but some possible responses raise challenging ethical issues. Many countries still face a significant burden of chronic undernutrition of young children, adolescent girls, and women, which require social justice action. The Program will focus on food-based solutions, as well as global research and policy that embeds nutrition within a wider development framework focused on equity.
- **Ethics, Social Justice and Democracy:** The debate about feeding the world *well* and sustainably is deeply rooted in ethics. At its core, this debate engages a range of compelling ethical values—promoting individual and public health, protecting the environment, ensuring economic well-being, minimizing animal suffering, providing fair access to farmland, respecting individual freedoms and cultural traditions, fostering collective control over food and agricultural policy, engaging an active citizenry and food social movements—that frequently come into conflict in the formulation of potential solutions. At the same time, the burdens of undernutrition and overweight and obesity, and of climate change and environmental degradation, fall disproportionately on the world’s most disadvantaged people and groups, including poor women and children and the rural poor. Such complex issues underscore the need to pay careful, scholarly attention to the ethics of the current state of the global food system and of proposals to improve it, as well as the need to articulate the broader ethical landscape.

Collaborative Approach

GFEPP’s unique niche is its trans-disciplinary approach. The Program’s position at the hub of the science, ethics, policy, and practitioner communities is also exceptional. Practitioners must deliver on-the-ground solutions to ensure that policymakers, farmers and communities’ benefit from the best science and technology. Moving toward the goal of building sustainable food systems, the Program will engage with the agriculture, ecology, health, and nutrition communities, civil society, social movements, and industry to capitalize on trans-sectoral synergies and minimize trade-offs. By working across disciplines and sectors, the Program will identify and investigate research questions at the frontier of the complex and often ethical issues underlying food system sustainability.

Considering the deep and wide range of appropriate resources that are available to this research team, and the potential for numerous multidisciplinary collaborations, Johns Hopkins is an ideal

environment for this multi-disciplinary project. Within Johns Hopkins, the project would bring together expertise in research, policy and practice on nutrition, ethics, public health, ecology, agriculture, and the environment with a leadership team that has demonstrable experience in transdisciplinary research. The partnership builds on the institution's transdisciplinary strengths, the ability to leverage the expertise of external collaborators and longstanding and deep in-country relationships. To complement the three partner organizations, it is our intention to identify additional experts from other institutions to join the core project team. The Johns Hopkins University has deep field experience conducting research in low- and middle-income contexts and communities on food systems, international public health, and food ethics.

The Alliance of Bioversity-International and CIAT

The Alliance of Bioversity International and the International Center for Tropical Agriculture (CIAT), working in collaboration with hundreds of partners across the developing world, develops technologies, methods, and knowledge that better enable producers and other food system actors, mainly smallholders, to enhance sustainability in food systems. This means we help make production, processing, transport, redistribution more competitive and profitable for the actors but also more equitable, safe, and resilient for the consumers through economically and ecologically sound use of resources. CIAT is part of the Alliance Bioversity-CIAT, and a member of the CGIAR. It is the lead center of the CGIAR Research Program on Climate Change, Agriculture and Food Security (CCAFS), and the CGIAR Big Data Platform. CIAT contributes importantly to other CGIAR Research Programs as well. Since no single organization can address the whole of tropical agriculture, CIAT complements the efforts of other CGIAR centers and partners by focusing strategically on selected crops and research areas. Within the Alliance our work is organized into six research areas, or “levers for change”, which converge at the nexus of agriculture, environment, and nutrition. These levers are: (a) food environment and consumer behavior; (b) multifunctional landscapes; (c) climate action; (d) biodiversity for food and agriculture; (e) digital inclusion; and (f) crops for nutrition and health.

Within the Alliance, the main focal point for the project is the Food Environment and Consumer Behavior research team with additional input from the Multifunctional Landscapes team and the Biodiversity for Food and Agriculture team. Through this combination, the Alliance's will contribute actively to all the CoAs and provide comprehensive backstopping on a wide range of issues around agrobiodiversity in production systems, plant genetic resources and seed policies that are relevant in CoA1 (on Capacity building) and CoA2 (on Policy dialogues). CIAT will also lead the Evaluation & Learning component (CoA5) and play a key convening role in the policy coherence analysis (CoA 4).

CIAT delivers research-based solutions that harness agricultural biodiversity and sustainably transform food systems to improve people's lives in a climate crisis. CIAT focuses more specifically on the nexus of agriculture, environment, and nutrition. We work with local, national, and multinational partners across Africa, Asia, and Latin America and the Caribbean, and with the public and private sectors and civil society. With novel partnerships, we generate policy-relevant evidence and mainstream innovations to transform food systems and landscapes so that they sustain the planet, drive prosperity, and nourish people in a climate crisis.

The Alliance delivers research-based solutions that address the global crises of malnutrition, climate change, biodiversity loss, and environmental degradation. The alliance manages and participates in over 300 research for development projects annually in more than 50 countries, including work in all proposed target countries (Cambodia, Ethiopia, Honduras, and Uganda), and has the needed skills to deliver on project targets. Some recent or current projects/activities that the alliance leads which are relevant for this project include:

- the recently concluded CGIAR-funded “Food system for Healthier Diets flagship” in the Agriculture for Nutrition and Health (A4NH) collaborative research program (with activities and partners in Ethiopia and at the global/international level)
- the new Sustainable Healthy Diets through Food System Transformation (SHiFT) program which forms part of the OneGG initiative portfolio (with activities and partners in Ethiopia and Honduras as well as at the global/international level)
- other OneCG research initiatives active in target countries on relevant topics. These could include thematic initiatives such as “Transformational Agroecology Across Food, Land and Water Systems”, “Rethinking Food Markets and Value Chains for Inclusion and Sustainability”, “National Policies and Strategies for Food, Land and Water Systems Transformation” among others as well as regional initiatives active in Eastern and Southern Africa (Ukama Ustawi), Central America (AgriLAC Resiliente) and South-East Asia (Asian Mega-Deltas)
- the GIZ-funded “Improving Dietary Quality and Livelihoods using farm and wild biodiversity through an integrated community-based approach” (with activities and partners in Ethiopia);
- the GIZ-Alliance-co-funded CIM position “Specialist, Sustainable Food Systems” (Ethiopia and Uganda)
- the Swiss Federal Office of Agriculture-funded “Sustainable Food System Country Profiles for Low- and Middle-Income regions” (Ethiopia; Honduras)

CIAT targets the delivery of high-quality science to support transformative outcomes that benefit the poor. The development of global public goods faces several constraints including:

- Uneven, uncertain, and insufficient funding from donor agencies hampers the development of longer, more transformative efforts and leads to greater focus on short-term, incremental gains.
- Mismatch between research timeframes and demand for development impacts. Solid research results require time to emerge and ensuring that these contribute to measurable outcomes often exceed the timeframe of individual projects.
- Engagement with key national actors to ensure uptake of evidence for improved decision-making and policies remains a complex, highly context-specific, and challenging process. We have learned quite a bit about these processes, but each one has some level of novelty leading to the need for effective adaptive management responses.

International Institute of Rural Reconstruction (IIRR)

The International Institute of Rural Reconstruction (IIRR) is a community development, operational research, and training organization with more than 60 years of development experience. IIRR is a

501(c)(3) non-profit organization registered in the United States of America with its headquarters based in Silang, Cavite, Philippines. IIRR maintains a strong presence in eastern Africa and Southeast Asia where it has teams placed in Ethiopia, Uganda, South Sudan, Kenya, Zimbabwe, Philippines, Myanmar, and Cambodia.

IIRR is a global NGO focused on global rural development. IIRR aims to enable communities and those who work with them to develop innovative yet practical solutions to rural poverty. IIRR prioritizes community-led approaches and strategic partnerships to empower rural communities towards self-development. Proof of concept sites, called learning communities, provide an evidence base for capacity development, for supporting advocacy and scaling. Finally, IIRR prioritizes meaningful education for rural communities, addressing health issues and improving the productivity and environmental sustainability of community livelihoods.

The IIRR role in this initiative is to support country-level capacity building, networking, knowledge management and advocacy. IIRR will undertake preliminary support-studies, conduct capacity development activities, and co-organize advocacy events. IIRR teams will provide Johns Hopkins University and the Alliance of Bioversity and CIAT with the needed project-support information. These teams will organize national consultations and round table events with national policy makers. IIRR teams put a priority on process documentation, which is expected to guide future phases of the project. Knowledge management using participatory processes such as writeshops have been signature activities of IIRR.

With 8 country offices, led and staffed primarily by nationals from those countries, IIRR is in a unique and strategic position to support the objectives of the project, including in the delicate/ sensitive areas of human rights. The participating IIRR staff members have worked for ten or more years with the organization, having a track record and experience in negotiation and partnership building. In the past decade, IIRR has prioritized working with the governments, both local and national for purposes of achieving wider influence. IIRR staff have naturally prioritized pro- poor perspectives, including in the areas of food and agriculture, including pastoralism, climate change and social dimensions and value chain development.

The team can bring in local perspectives to bear on this SDC supported project. The team of country nationals can help provide guidance to JHU, CIAT and SDC on matters that relate to the sensitive nature of human rights. Capacity development has characterized the history of IIRRs international engagement. As such it can provide the project with expertise, networks, and social capital on which the project can rely on. IIRR teams have been good knowledge brokers and will be able to support the country specific communications support activities.

IIRR teams are typically practitioners/action researchers, educators, and community organizers: they are not academics. IIRR teams will benefit greatly from the partnership with CIAT and JHU. This complementation would help in efforts to apply human rights perspectives to the real world of policy makers and planners in the participating countries.

Rikolto

Rikolto is an international non-governmental organization with more than 40 years of experience in partnering with farmers' organizations and food system actors in Africa, Asia, Europe, and Latin America. It has a global team of 196 employees, based in 7 offices around the world. Our purpose and mission are to contribute to a sustainable income for farmers and nutritious, affordable food for everyone. We reach our goals by building bridges between smallholder farmer organizations, companies, authorities, and other actors across rural and urban areas. Our work in the human right to food project is anchored to the Food Smart Cities program that supports city-regions in implementing policies and practices that contribute to sustainable, fair and healthy food systems. Apart from farmer organizations, we work closely with local NGOs, multilateral organizations as FAO and UNDP, companies (retail, processors, distributors, and traders), different national and sub-national government institutions, business service providers and research institutes (Alliance Biodiversity-CIAT, IDRC, McKnight foundation, University of Leuven, CATIE, etc.). While we try to find very concrete solutions “in the field”, we strive to translate those experiences into policies that bring changes at the structural level. To this end, we are actively involved in a wide range of international networks, such as the Aspen Network for Development Entrepreneurs (ANDE), the AMEA platform for professionalization of farmer organizations, the Sustainable Food Lab, UNEP's 10-year framework for Programs on Sustainable Consumption and Production Patterns (One Planet Network), ICLEI and the Milan Urban Food Policy Pact (MUFPP).

Rikolto is responsible for the implementation of the project in Honduras, contributing especially to cluster of activity 1 (CoA1) on capacity building and cluster 2 (CoA2) on civil society mobilization, awareness raising and advocacy interventions, and the support in the workshops of cluster of activity 3 (CoA3). In Honduras, Rikolto will work with the Technical Unit for Food and Nutritional Security (UTSAN) and with the food security regional and municipal groups for advocacy and awareness as the main focal point. Rikolto will work closely with the other partners of the Consortium to coordinate research activities and conduct fieldwork.

Rikolto has more than 12 years' experience in Honduras, supporting farmer organizations to improve their organizational and business capacities to create a living income for their members, based on sustainable production. Rikolto connects with a considerable network of actors in the country which facilitates the local consultation process and carrying out workshops or other related activities. Although Rikolto is not an academic organization, it has partnered with research institutions to jointly develop research and to apply methodologies because of the understanding of the local conditions and the bonds with actors and organizations.

Rikolto uses co-creation methodologies to make sure that there is ownership on different levels. They bring in expertise on how to build capacities together with farmer organizations in rural areas, sensibilization of public and private institutions linked to consumer behavior and co-creation of policy proposals through multi-actor private /public platforms.

Forms of cooperation and coordination between involved partners

The Consortium includes four distinct but complementary institutions. The Johns Hopkins University is a United States university with an outstanding reputation in scholarship and international research. Three schools and institutions will come together as part of this proposal – the Bloomberg School of Public Health, the School of Advanced International Studies and the Berman Institute of Bioethics and the Center for Public Health and Human Rights. CIAT on behalf of the Alliance of Bioversity International and CIAT, an international agricultural research center working on sustainable, inclusive food systems across the global south, will leverage diverse staff to support the project. To successfully implement this proposal, we include two key NGO partners with deep experience in participatory community development and rights-based approaches to food systems: The International Institute of Rural Reconstruction and Rikolto.

The Alliance of Bioversity-CIAT—the co-partner of Johns Hopkins University—is headquartered in Rome but has regional offices in Cali (Colombia), Nairobi (Kenya) and Hanoi (Vietnam) and country offices in three of the four countries where the fieldwork will be implemented (Ethiopia, Honduras, and Uganda). Johns Hopkins colleagues have a long-standing relationship with the individuals from the CIAT team on food systems research and have collaborated on the Food Systems Dashboard project and various publications related to food system sustainability. The lead PI at JHU (Jess Fanzo) and the lead PI at CIAT (Chris Béné) have been collaborating on several research initiatives in the last 3 years related to the assessment and measurement of food systems and their sustainability. They published several peer-reviewed articles together, including:

- Béné C. Fanzo J., et al. Five priorities to operationalize the EAT-Lancet Commission Report. *Nature Food* 1, 457–459 [https://doi.org/ 10.1038/s43016-020-0136-4](https://doi.org/10.1038/s43016-020-0136-4)
- Béné C., Fanzo J., et al. 2020. Global drivers of food system (un)sustainability: A multi-country correlation analysis. *PLoSOne* 15(4):e0231071. <https://doi.org/10.1371/journal.pone.0231071>

They both have been part of the High-Level Panel of Experts working for the United Nation's Committee on World Food Security and Fanzo led the HLPE CFS Food Systems and Nutrition Report and the initial writing of the VGsFSyN.

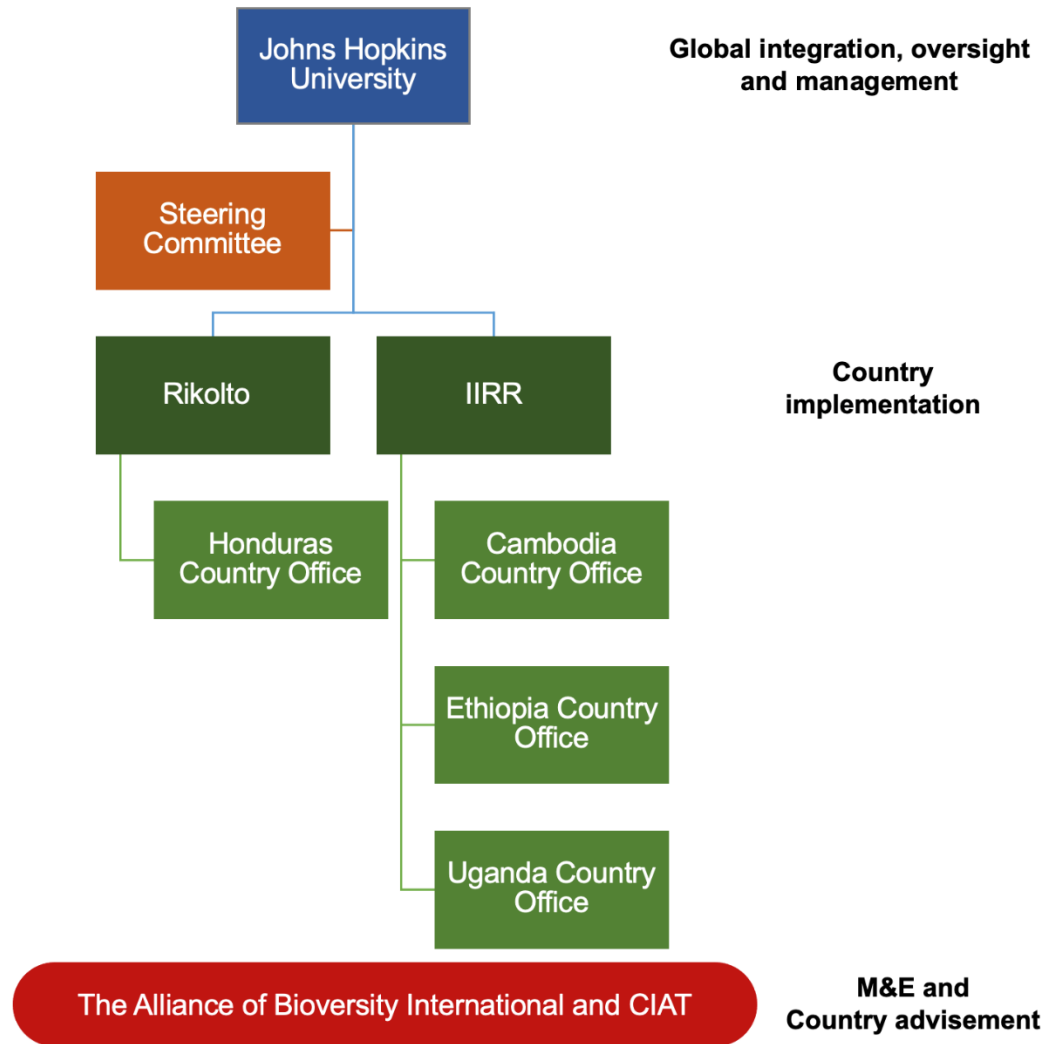
The Alliance of Bioversity International and CIAT has worked with Rikolto and IIRR extensively over the last decade. Rikolto has been a long-standing partner on topics related to inclusive business models in value chains in Africa, Asia and the Americas including the development of university courses, specific inclusive business models, software to measure inclusion using micronarratives and, more recently, in topics related to food systems under their Food Smart Cities initiative. In food systems, we have worked with Rikolto in the co-design and facilitation of business strategies to improve the capacity of informal vendor in Hanoi to promote consumption of fruits and the promotion of multi-stakeholder platforms for food system planning in Honduras. With IIRR, the Alliance has worked historically on topics related to participatory methods and farmer inclusion into community-based natural resource management. IIRR successfully implemented a series of projects

with the Climate Change, Agriculture and Food Security (CCAFS) program of CGIAR on community resilience to climate change over the last 8 years across Southeast Asia. In the cases of both Rikolto and IIRR, project management, financial reporting, and overall delivery in all these projects has been exemplary. The organization structure of the project and partners is shown in **Figure 4**.

The Project will also have a Steering Committee made up of SDC colleagues, three external rights and/or food system experts from each of the regions. This Committee will meet twice per year in which one meeting would involve a field visit to a country. The purpose of this Committee is to provide high level guidance on the overall progress of the Project as well as governance oversight on the management of deliverables and impact + budget, finance, etc.

In addition to coordination amongst project partners, we will engage with several key external organizations to embed our work in a larger context, learn more quickly and contribute to key global debates including the UN Rapporteur on the Right to Food, FAO's FIRST program, The Institute for Development Studies Food Ethics Group, and the Committee on Food Security (CFS) Secretariat. These results will be considered and feed into the work in other countries as well as globally to make sure all work moving forward is informed by lessons learned. This is especially key for future scaling up to more countries as well as producing global guidance.

Figure 4: Consortium Organogram



Several meetings and technical workshops with international / multilateral agencies have been budgeted and are included in the workplan to ensure the direct interactions at the international/global level. Those include:

- In CoA3, the Delivery of two international accountability workshops and setting up of regional network (UN, Africa Union, SEA networks etc.) for Learning Exchange on adoption of UNDROP in April and Oct 2022;
- In CoA4, the completion of a policy coherence analysis in Oct 2022; and
- A feedback workshop with SDC and a small group of members of the international community scheduled for May 2025.

Other key external linkages include:

- The Special Rapporteur on the Right to Food has a global mandate and services as an advisor to global policy discussions. The Consortium will share findings from the four countries on a bi-annual basis and invite the OHCHR to annual meetings of the Consortium. We anticipate on-going dialogue with the OHCHR linking lessons learned from country-level

activities with global issues and challenges flagged by the Special Rapporteur and vice versa. We anticipate including Fastenopfer in these conversations to ensure the broadest possible connectivity between national and global discussions. The OHCHR is also invited for field trips and will be represented on the Steering Committee if it does not pose as a conflict of interest for the Office to engage.

- The Food and Nutrition Security Impact, Resilience, Sustainability and Transformation programme (FIRST), a partnership between the European Union (EU) and the Food and Agriculture Organization of the United Nations (FAO) works with governments to set the right conditions to promote both public and private investments in sustainable agriculture and creating an enabling environment for these investments to contribute to achieving food security and nutrition. We will work with FIRST on the Global Learning Network and future policy dialogues.
- The United Nations Food System Summit, the CFS, and follow-on activities. In the context of the first UNFSS, we anticipate the emergence of key national level food system strategies as well as on-going global discussions. In the four phase I target countries, we will build on existing connections with public and civil society actors to consolidate and support local constituencies in favor of a rights-based approach to food system policy development. At the global scale the project team will share insights and lessons learned at the country scale to identify good practice, share useful approaches and tools, and continually lobby for convergence and coherence between food systems, human rights, and participatory decision-making processes.
- With emerging CGIAR research programs. Through CIAT participation in CGIAR the project seeks to engage with relevant global research initiatives including Sustainable Healthy Diets through Food Systems Transformation (Ethiopia & Honduras), Harnessing Equality for Resilience in the agri-food system (Ethiopia & Uganda) and Nature-Positive Solutions: Enhancing productivity and resilience, while safeguarding the environment, and promoting inclusive growth within communities (Ethiopia). Additional linkages will be developed with regional integrative initiatives planned for Southeast Asia (Cambodia), Eastern and Southern Africa (Ethiopia and Uganda) and Latin America (Honduras).
- Civil society organizations (CSOs), the Scaling Up Nutrition CSO network, and numerous NGOs in the Global Network for the Right to Food and Nutrition relevant to the four country contexts.

Management of the project

Organizational structure and steering mechanism

Project coordination will be ensured by interdependence of research and implementation tasks across groups and include:

- A dedicated Asana project management workspace for exchanging day-to-day questions, data, and resources. PI Fanzo has worked with several different project communication platforms on previous projects, and Team is the most effective at keeping distributed project teams engaged in detailed research discussions.

- Bi-monthly Zoom conference calls, which will cycle between general research updates, targeted discussions of project decisions, and more formal presentations of results. The calls will be coordinated by Senior Research Coordinator at Hopkins and will involve all project team members.
- Google document repository
- Annual face-to-face project meetings held at a participating institution or on the margins of a major conference. Where possible we will leverage existing conferences or coordinated field work periods to hold these meetings.
- Field visits to the countries
- Bi-annual meeting with the appointed Steering Committee

JHU will have a memorandum of understanding with each organization of the Consortium. Agreements are set up with each entity that follow JHU policies and the Uniform Guidance. Agreements will include Dates of performance, clear Scope of Work, responsibilities, costs/budgets, payment terms, progress and financial reports, and confidentiality/publication requirements. All agreements are monitored by JHU policy.

Planning and implementation (including project monitoring, reporting and evaluation) is handled primarily by the academic department in which the PI resides. Each department has its own internal staff to assist in these efforts. Projects sponsored by external funders also have the support of a department of Sponsored Projects Shared Services. More about the fiscal support provided by this office can be found here: <https://ssc.jhmi.edu/sponsoredprojects/>

JHU is organized under the management of a Board of Trustees. More information about the Board may be found here: <https://trustees.jhu.edu/> along with more about JHU Leadership can be found here: <https://president.jhu.edu/university-leadership/>

Financial management

The overall accounting and financial reporting system will be JHU's "SAP" which is the software to process all financial and administrative transactions. This service is a centralized system to track the expenditures and budgets for all projects. SAP, JHU's financial system, is set up to track and report on all transactions associated with a sponsored account. Our financial systems are established in accordance with GAAP and applicable U.S. government regulations. All documentation such as receipts and effort reports are retained for a minimum of 7 years after the end of a project.

Invoices are submitted from each organization, reviewed for accuracy and that work being charged has been completed. Wire/ACHs will be sent according to agreement. Funds will be transferred upon receipt of invoices, and monthly detailed treasury plan with listing of activities to be engaged and tracked over time. JHU follows the university's subrecipient monitoring policies and procedures to ensure that all expenses charged are reasonable, necessary, allocable, and allowable according to the terms of the agreement. These can be found:

https://finance.jhu.edu/depts/frc/sub_risk_rating.html. New entities to work with JHU are asked to

complete a questionnaire prior to the agreement being set up.
https://finance.jhu.edu/forms_library/forms/sub_questionnaire.pdf

Grants will be managed at the country level by the central/headquarter offices of each organization. There are dedicated employees who handle the finance and reporting for each organization. Before JHU approves a subrecipient agreement, these details are agreed upon and included as part of the legal agreement between the two parties. JHU requires subrecipients under cost reimbursable agreements to manage their budget-by-budget categories. The JHU financial system can then track those invoices paid against each subrecipient's allocation of the sponsored project. Contributions – co-financing of the partners are defined and followed-up through the budgets submitted at the proposal stage. Johns Hopkins will request ledger details to show financing.

JHU will undertake an external audit in which each of the four organizations as part of the Consortium will be audited according to SDC terms. Terms and conditions of the award, including audit requirements are passed down to the subrecipients at the time of agreement. The auditor will be selected by a bidding process done at the central level of JHU and be assigned to an independent body outside the four organizations involved in the project.

Roles, tasks, and responsibilities

Johns Hopkins University

This Consortium will be led by the Johns Hopkins University. The critical schools and institutions with relevant expertise include the Bloomberg School of Public Health (SPH), the Berman Institute of Bioethics (BI), the Center for Public Health and Human Rights and the Nitze School of Advanced International Studies (SAIS). By bringing together two significant schools within Hopkins along with its ethics and human rights focused institutions, the multi-disciplinary team is well equipped to lead and provide research and technical assistance to the teams in the four countries. JHU will manage the overall Consortium and oversee activities, outputs, and impact + budget.

Dr. Fanzo will serve as the lead for the project. She will assume overall responsibility for the successful rigor, implementation, and completion of the project, including direction and coordination, ethical and financial oversight. Each country lead will be responsible for the research that takes place in each country in collaboration with the co-lead applicants. They will be an integral member of the “lead team” that will collectively make decisions on data collection and analysis, dissemination, and logistics.

We are committed to ensuring that the insights and advantages that result from interdisciplinary exchange and collaboration are realized even in objectives of the project that are technical and highly specialized. We are equally committed to a management structure in which in-country partners play a key role for all phases.

Johns Hopkins will issue sub-contracts with our key country institutions, lead scientists and their teams. As appropriate, subcontracts, consulting agreements or honorarium payment procedures will

be established for non-Johns Hopkins investigators and network members. Financial oversight of the contracts will be overseen by Johns Hopkins University. We will conform with all reporting procedures established by SDC. Relevant IRB approvals will be obtained for primary data collection activities, which constitute human research.

Jessica Fanzo, PhD is the Bloomberg Distinguished Professor of Global Food Policy and Ethics at the Johns Hopkins University in the USA. At Hopkins, she holds appointments in the Berman Institute of Bioethics, the Bloomberg School of Public Health, and the Nitze School of Advanced International Studies (SAIS). She also serves as the interim Vice Dean for Faculty Affairs and International Research Cooperation at SAIS, the Director of Hopkins' Global Food Policy and Ethics Program, and the Director of Food & Nutrition Security at Hopkins' Alliance for a Healthier World. She is the Editor-in-Chief for the Global Food Security Journal and leads on the development of the Food Systems Dashboard, in collaboration with GAIN. From 2017 to 2021, Fanzo served on the Food Systems Economic Commission, the Global Panel of Agriculture and Food Systems for Nutrition Foresight 2.0 report, and the EAT-Lancet Commission. She was also the Co-Chair of the Global Nutrition Report and Team Leader for the UN High-Level Panel of Experts on Food Systems and Nutrition. Before coming to Hopkins, she has also held positions at Columbia University's Earth Institute and College of Medicine, the Food and Agriculture Organization of the United Nations, the UN World Food Program, Bioversity International, and the Millennium Development Goal Centre at the World Agroforestry Center in Kenya. In 2021, she published her first book, *Can Fixing Dinner Fix the Planet?* and co-wrote *Global Food Systems, Diets, and Nutrition: Linking Science, Economics, and Policy*. Fanzo holds a Ph.D. in nutrition from the University of Arizona and completed a Stephen I. Morse postdoctoral fellowship in immunology in the Department of Molecular Medicine at Columbia University.

Senior Research Coordinator. To be hired in January 2022.

Rebecca McLaren, MD MPH, is Associate Faculty and a Research Scientist at the Johns Hopkins University Berman Institute of Bioethics in the Global Food Ethics and Policy Program. With experience in both clinical medicine and farming, her interest now is on understanding health, nutrition, food systems, and the complicated relationships between them as well as how we can create food systems that are sustainable and nutrition sensitive. She is passionate about food access and working to ensure that everyone has access to healthy food that is produced sustainably. She received her MD and MPH from Johns Hopkins, the latter in the Global Environmental Sustainability and Health concentration where she focused on how food systems impact both human and environmental health.

Anne Barnhill, Ph.D. is Core Faculty at the Johns Hopkins Berman Institute of Bioethics, where she is a Research Scholar with the Global Food Ethics and Policy Program. Dr. Barnhill is a philosopher and bioethicist whose research centers on the ethics of food and agricultural policy and the ethics of public health. Her recent and ongoing research projects explore the ethics of food labeling, efforts to promote plant-based diets, ethnically- and racially targeted food marketing, and the ethics of COVID-19 policies. She is the co-author, with Mark Budolfson and Tyler Doggett, of *Food, Ethics and Society: An Introductory Text* for Oxford University Press (2016) and co-editor of the Oxford

Handbook of Food Ethics. She received her A.B. in Ecology and Evolutionary Biology from Princeton University and her Ph.D. in Philosophy from New York University.

Len Rubenstein is Professor of the Practice in the Department of Epidemiology at the Johns Hopkins Bloomberg School of Public Health. He is also a core faculty member at the Berman Institute of Bioethics and the Center for Humanitarian Health at Johns Hopkins University. Prior to coming to Johns Hopkins, Len was a senior fellow at the United States Institute of Peace and before that Executive Director and President of Physicians for Human Rights. He is a member of the Council on Foreign Relations and has been the recipient of numerous awards, including the American Public Health Association's Sidel-Levy Award for Peace. He is a graduate of Wesleyan University and Harvard Law School.

Swetha Manohar, PhD, at SAIS and SPH, is a nutrition epidemiologist with extensive field experience in designing and implementing community-based studies in South Asia. She is part of the Hopkins Berman Institute of Bioethics' Global Food Ethics and Policy Program. Her research primarily focuses on food security and nutrition disparities and multi-sectoral approaches to improve these outcomes in resource constrained settings. Previously, Swetha was Project Scientist for the USAID funded Feed the Future Innovation Lab for Nutrition and led JHU research and capacity building initiatives in Nepal. She has previously worked supporting evaluation research on multisectoral nutrition and health systems programs at IFPRI and the Aspen Institute. Swetha is also a Registered Dietitian with previous clinical nutrition experience.

Lais Miachon, MPH, is a PhD student in Human Nutrition at the International Health Department of the Johns Hopkins School of Public Health. Her research focuses on food systems at the intersection between human health and planetary health, and how food systems can be adapted to make sustainable and healthy dietary choices more attainable. Before Hopkins, Lais worked in international development at the World Bank Group, focusing on health system strengthening in Latin America and Africa. Lais holds a Bachelor of Arts in Psychology from Amherst College and a Master of Public Health in Epidemiology from the Milken Institute School of Public Health at George Washington University.

Elizabeth Graham, MSc. is a nutrition PhD student in the International Health Department at Johns Hopkins University, School of Public Health. Her research explores disparities in food and water security, particularly for women in Southeast Asia. Previously, Elizabeth worked at the Food and Agriculture Organization of the United Nations, supporting food security indicator development, and reporting, and policy-development for member countries' food security and nutrition priorities. She completed a Master of Science degree in Nutrition from McGill University in 2015, analyzing gender disparities in perceived well-being within food insecure populations. Elizabeth has worked with International NGOs, US state food assistance and nutrition programs, and civil society groups on topics such as community workforce development, agri-fish food systems, and food security experience scales.

Person	Project Responsibilities
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Jessica Fanzo	Oversee the management of the Consortium including the final deliverables, fiscal responsibility, oversight of risk and global impact
Senior Research Coordinator	- Undertake financial management of project. - Administer and manage sub-contracts, time cards and project management - Coordinate travel, meetings, and calendars - Lead on communication of project
Rebecca McLaren	- manage the partners and scientific contributions of all members of the Consortium - Undertake rights analysis of food-related policies in each country
Swetha Manohar	- Advise and contribute to activities in Clusters 2, 3 and 4 on food systems content including trainings, workshops and mini-courses - Lead on gender analysis and gender empowerment work
Len Rubinstein	Provide guidance on human rights framing and oversight in Clusters 1, 2 and 4
Anne Barnhill	- Contribute on food ethics and food rights issues, training and mini-courses - Undertake policy analyses of rights instruments for each country and globally
Lais Miachon	Provide literature research and data gathering and analysis activities for the project in Cambodia and Honduras
Elizabeth Graham	Provide literature research and data gathering and analysis activities for the project in Uganda and Ethiopia

The Alliance of Bioversity International and CIAT

Within the Alliance, the main focal point will be the Food Environment and Consumer Behavior research team with additional input from the Multifunctional Landscapes team and the Biodiversity for Food and Agriculture team around agrobiodiversity in production systems, plant genetic resources and seed policies. Through this combination, the Alliance will provide comprehensive backstopping to the project on a wide range of issues. The Alliance will lead the Evaluation & Learning component and play a key convening role in the policy coherence analysis.

The Alliance will bring in four senior research fellows and when/where necessary will also draw on more junior staff. The four senior staff are:

Chris Béné, PhD, Principal Scientist and Senior Policy Advisor from the Food Environment and Consumer Behavior research team, has 20 years of experience in Africa and Asia in directing interdisciplinary research and advisory work on the interface science-policy-society in relation to issues of poverty alleviation, food security, and food system in developing countries. He is currently leading or co-leading several programs or projects relevant for this project, including the project “Sustainable Food System Country Profiles for Low- and Middle-Income regions” funded by the Swiss Federal Office for Agriculture with field-testing in Bangladesh, Ethiopia and Honduras (co-leading with M. Lundy) and the Cluster of Activities “Policy process analysis and policy engagement” of the Food System for Healthier Diet flagship program, funded by the CGIAR under the Agriculture for Nutrition and Health program, with field work in Vietnam, Bangladesh, Nigeria, and Ethiopia.

Mark Lundy is Research Director at the Alliance Bioversity International and CIAT, based in Cali, Colombia where he leads the global Food Environment and Consumer Behavior team. His work focuses on the role of market systems in reducing poverty including learning networks to increase capacities for enterprise development, the role of public agencies to promote inclusive markets and how to establish and sustain effective trading relationships between retailers, traders and farmers. Emerging areas of work include the food environment of traditional markets and low-income consumers, climate resilience and environmental sustainability of food systems and multi-actor platforms to improve decision-making.

Michael Halewood, PhD, is Principal Scientist and Leader of the Genetic Resources and Seed Policies team at the Alliance of Bioversity International and CIAT. He is also one of the coordinators of the Genebank Platform Policy Module, and a member of the Genebank Platform Management Team. He designs, oversees, and conducts policy research concerning the use and conservation of agricultural biological diversity, coordinates representation for the CGIAR Centres in international genetic resources policy-making fora, and helps develop CGIAR system-wide policies and related legal instruments.

Dr. Roseline Remans is a biosystems engineer and senior scientist with the Multifunctional Landscapes Team of the Alliance of Bioversity International and CIAT. Her research focuses on enhancing management of biodiversity in food systems for healthier diets, better livelihoods and environmental sustainability. Her approach is highly cross-sectoral and has contributed to public and private sector in-field applications, policies as well as stakeholder participatory dialogues. Remans is currently the co-lead for the flagship on Enhancing sustainability across agriculture systems of the CGIAR research program Water, Land and Ecosystems, the co-lead of the Consortium for Improving Agricultural Livelihoods in Central Africa (CIALCA), and principal investigator of the EU-funded project Agroecological TRANSITIONS and of the multi-donor funded project Agrobiodiversity index.

Person	Project Responsibilities
Chris Bene	• Lead CoA4 (on Policy Coherence) and CoA5 (on Monitoring, Evaluation and Learning) and

	contribute to the overarching coherence of the program with some technical input into Co3 (on accountability mechanisms).
Mark Lundy	Act as a strategic advisor to the project specifically on the country's engagement strategies and processes and helping to identify key approaches to increase uptake and outcomes at that scale.
Michael Halewood	Supervise and contribute to provide technical backstopping on a wide range of issues around agrobiodiversity in production systems, plant genetic resources and seed policies that are relevant in CoA1 (on Capacity building) and CoA2 (on Policy dialogues).
Roseline Remans	Provide technical backstopping on issues on agrobiodiversity and landscape management and conservations that are relevant in CoA1 (on Capacity building) and CoA2 (on Policy dialogues).

IIRR

The two non-governmental organizations with deep roots in the four countries are the International Institute of Rural Reconstruction (IIRR) and Rikolto. IIRR has, in the past, partnered with key governments and UN agencies in conducting national level capacity building activities in Cambodia, Ethiopia and Uganda. It is also an active member of local networks of civil groups and people's organizations -a strategic starting point for many of the proposed activities. Through its technical hub at the Regional Center for Asia, based in the Philippines, it will provide support to the implementing countries in the development of capacity building activities, accountability, documentation, and knowledge management and learning exchanges for further scaling up and policy influencing.

Emilita Monville Oro is the Acting Asia Regional Director and concurrent Country Director in the Philippines of the International Institute of Rural Reconstruction. She provides strategic directions of the Philippine country program and the regional program for Asia. Emily has 30 years of work experience mostly in Asia, focusing on research and development, public health i.e., nutrition and clinical nursing, community resilience building, community-managed disaster risk reduction, monitoring and evaluation, and the design of capacity development. She completed her Master's in Public Health under a full scholarship from James P. Grant School of Public Health at BRAC University in Bangladesh.

Wilson John Barbon is currently the Country Director of IIRR for Myanmar. He has more than 20 years of experience in rural development. He is passionate about people-centered, locally managed, and transformative approaches to addressing issues of rural people. He finished his Master's in Environment and Natural Resources Management (Specialization: Upland Ecosystems) in the

University of the Philippines - Los Banos. Wilson is a two-time fellow of the Salzburg Global Seminar in Austria (2017 and 2019). He has extensive training management and capacity development program in supporting policy development.

Julian Francis Gonsalves received his PhD from the Cornell University and his master's degree from Michigan State University. He served as Vice President for Programs at IIRR. His association with IIRR has been since 1984. He currently serves as Senior Advisor on climate resilient agriculture, food systems, and related areas of work. He has done external reviews for UNEP, FAO, SDC, IFAD, IDRC and several other organizations. He is a UNEP Global 500 awardee for his work on environment in agriculture. He has been a strong proponent of regenerative agriculture since the nineties and helped developed a program for training in regenerative agriculture in six countries.

Pamela Nyamutoka Katooro is IIRR's Africa Regional Director, doubling as Uganda Country Director. She is a Development Specialist with 15 years of experience in community and organizational development and leadership. She has a passion for rural economic development and has initiated, designed, and managed several projects that have transformed poor people into prosperous and food secure agri-entrepreneurs. She is a lawyer by training, a policy analyst and has been at the forefront of spearheading policy reforms in the microenterprise and agricultural sector in Uganda. She has a master's in business administration MBA [Strategic Management and Leadership], Master of Law [research underway], Bachelor of Laws and Diploma in Legal Practice. She is soon to become a certified digital finance practitioner with the Fletcher School of Law and Diplomacy at the Tufts University, USA.

Robert Kaliisa has over 8 years' experience in agricultural value chains and food nutrition security, conservation agriculture/climate smart agricultural development and integrated water resources management. Robert currently works as a Program Manager, Food Security, Resilient Livelihoods and Pro-Poor Value Chain Development at the International Institute of Rural Reconstruction (IIRR). He has also served in previous positions at IRR as Business Development Officer and Water Resource Management and Forestry Expert at IIRR. He is also a Master Trainer in Pro-poor Agricultural Value Chains Development, Livelihoods and Food Security, Food Systems Development, Integrated Water Resources Management and Rights Based Approaches for Climate Smart Agriculture at IIRR.

Or Thy is the Country Director in Cambodia of the International Institute of Rural Reconstruction since May 2012 up to present. He provides strategic leadership and direction, developing and managing the implementation of IIRR's programs, projects, and activities in Cambodia. Thy has 20 years of work experience mostly in Asia, focusing on nutrition-sensitive agriculture, climate-smart agriculture, community-based entrepreneurship promotion, and sustainable natural resources management. He finished his Master of Science, major in Rural Development at the International University in Phnom Penh, Cambodia.

Zerihun Lemma Damenu is Country Director of IIRR Ethiopia. Zerihun has the responsibility to oversee, lead and manage both the programmatic and support sections of the country office. He served as IIRR Country Director in South Sudan between 2012 to 2015. Zerihun has a bachelor's in education from Addis Ababa University and two post-graduate degrees in Education, one from the

Future Generations Graduate School in West Virginia, USA. During his tenure at IIRR, Zerihun has played a lead role in designing a national capacity development program for the Department of Agriculture in Ethiopia on nutrition-sensitive agriculture.

Person	Project Responsibilities
Emilita Monville Oro Female Project Lead Cambodia, Uganda, Ethiopia	• IIRR project focal person • Provide over-all project oversight and project management • Ensure timely accomplishments of committed deliverables of IIRR countries • Monitor implementation of project workplan and budget • Contribute to regional and global reach via networking • Lead / represent IIRR team during Consortium meetings, donor meetings and other key events • Lead Cluster of Activity 1 and contribute to Cluster of Activity 2 in Cambodia, Ethiopia, and Uganda
Dulce Dominguez Female Project associate Cambodia, Uganda, Ethiopia	• Provide over-all coordination with the IIRR countries • Document highlights of team meetings / Consortium meetings • Gather and store relevant documents at the project google drive and submit to JHU – Consortium lead, as requested • Assist in the preparation and conduct of capacity building activities, dialogues and workshops and materials development Organize and coordinate the project mid-term review in the Philippines • Provide logistic and administrative support to the project
Or Thy Male Country Project Lead Cambodia	• Focal person at country level to ensure that required information and reports submitted to RCA • Coordinate stakeholders at country level to involve in the project • Attend regular meetings with the project working group • To be facilitator during meetings and/or workshops in country. • Monitor financial progress of the project
Nov Nouket Female Country Project Coordinator Cambodia	• Assist the country project lead to arrange logistics for meeting / workshop • Take the minutes of meetings/workshops • Collect required information and data in country • Attend regular meetings with the project technical working group.

Zerihun Lemma Male Country Project Lead Ethiopia	• Provide overall oversight regarding the project planning, implementation, monitoring and evaluation • Serve as a face of the project in the country and directly responsible for legal arrangements with the government • Create the necessary network and partnership with all relevant stakeholders in the country • Ensures availability of the needed human resources for the project and make sure budget is allocated and utilized as per plan • Check the proper documentation of the project fund utilization and keep records of the matching fund contributions • Follow up timely completion of the project as on plan. • Attend regular meetings with the project global taskforce
Getu Hailu Male Country Project coordinator Ethiopia	• Provide the hands-on guidance to project staff and partners • Coordinate the project country level planning, implementation, and monitoring and evaluation • Facilitate partnership functions and take a lead role in the capacity building activities, advocacy and lobby works and documentation of lessons learned • Make sure that the budget is utilized as planned and activities accomplished on time • Submit regular reports on time • Create the project data base in the country
Pamela Nyamutoka Female Country Project Lead Uganda	• Focal person at country level to ensure that required information and reports submitted • Coordinate stakeholders at country level to involve in the project • Organise country level project meetings including regional and global HR meetings • Participate in National advocacy campaigns for UNDROP in Uganda • Represent IIRR in Uganda's National UNDROP advocacy and training meetings • Promote HR-food Systems Strategy agenda for Uganda • Monitor financial progress of the project
Robert Kaliisa Male Country Project Coordinator Uganda	• Assist the country project lead in project implementation and monitoring including stakeholder consultations • Organize country workshops, meetings and advocacy campaigns in Uganda for HR and Food systems • Attend regular meetings with the project technical working group • Develop technical reports, surveys and data capturing tools for HR and Food Systems • Organise stakeholder workshops, and awareness raising on UNDROP- under HR and Food Systems
IIRR HQ Technical Hub (Philippines based)	

Wilson John Barbon Male Technical resource person for Advocacy, CSO mobilization, Networking Specialist Cambodia, Uganda, Ethiopia	• Technical resource person • Provide technical guidance and inputs in the areas of policy dialogues, stakeholder consultations, and awareness raising • Lead in Cluster of Activity 2 and contribute to Activity 1
Julian Gonsalves Male Technical project adviser on International Agriculture, ABD specialist/Project Adviser Cambodia, Uganda, Ethiopia	• Technical project adviser • Provide technical guidance and inputs in the areas of policy dialogues, stakeholder consultations and knowledge management • Prepare policy notes / policy briefs and other knowledge products which can be generated from the project through write shops
Giulia Soria Female Development communications Specialist Cambodia, Uganda, Ethiopia	• Provide technical support in advocacy and training materials development • Lay out and edit knowledge products produced by the project • Facilitate project level write shops
<i>To be engaged</i> Capacity building and training associate Cambodia, Uganda, Ethiopia	• Provide technical support in training needs assessment, training and workshop designs and materials development

Rikolto

Rikolto in Honduras works to build capacities among diverse actors in the food system through multistakeholder platforms and strategic relationships with the main authorities of the country regarding food security and nutrition including the Minister of Agriculture and Livestock, Mayors and Municipal Councilors, Director of UTSAN, among others. Rikolto supports farmer's organizations to have better market access and is an active member of the AMEA network to accelerate the development of professional farmer organizations.

Zaira Colindres is an agronomist and has a master's degree in Rural Development Management and in Business Administration. Over the past 29 years, she has led projects related to rural business development services and agricultural research. Zaira is the coordinator of the human right to food project for Honduras.

Ana Maria Pineda Medina is a lawyer in legal and social sciences, with a specialized training in Human Rights. Ana holds a master's in international Humanitarian Aid, and she has worked on Research and Development applied to Climate Change. Member of the Lawyers network for Food Sovereignty, REDASA-Argentina and member of the Assembly and Advisory Council of FIAN International Section Honduras.

Nataly Pinto-Alvaro holds a master's degree in sustainable territorial development from the universities of Padova, Sorbonne and KU Leuven. She has been working in the field of rural development and food security and sovereignty for more than 12 years. Nataly leads the food systems program for Rikolto in Latin America.

Johanna Renckens MA., Anthropology from the University of Utrecht has worked for more than 25 years in Belgium, Costa Rica, Ecuador, Nicaragua, and several countries in Africa leading development projects and promoting sustainable agricultural chains and Food Security and Sovereignty. Johanna leads the partnerships building and project design and development for Rikolto in Latin America.

Ezequiel Sotelo holds master's degrees in public administration, business administration and project management from EALDE Business School of Madrid, Spain. He is also a certified public accountant with strong knowledge of rural finance, auditing, and operations in the development sector. Ezequiel is the financial director for Rikolto in Latin America.

Selene Casanova is the international communications coordinator for Rikolto, based in Nicaragua. Communications specialist with a specialization in public relations, graduated from the Central American University UCA. With 12 years of experience in the sectors of government, international cooperation agencies and private companies.

Napoleón Molina holds a doctorate and master's degree in Agricultural Economics from Humboldt Universität zu Berlin. He is experienced in designing and implementing sustainable development and rural entrepreneurship projects in Honduras, Nicaragua, Ecuador and Peru. Napoleon leads the business and economic development in Rikolto for Latin America.

Charlotte Flechet is Rikolto's international Food Smart Cities program coordinator and is currently based in Scotland. She has a master's degree in environmental sustainability from the University of Edinburgh

and in international relations and sociology-anthropology from Université Catholique de Louvain in Belgium. She is experienced on international climate and biodiversity governance.

Michaela Boyen has a master's degree in Rural Development from Gent University in Belgium and Agrocampus Ouest in Rennes, France. She is based in Germany and coordinating the global Planning, Learning, and Accountability (PLA) activities at Rikolto international.

Person	Job Title	Responsibilities
Zaira Colindres	National Project coordinator	• Coordination of the implementation of the project in Honduras • Responsible on planning and follow up of the project in Honduras • Responsible for the narrative reports • Close collaboration with the Consortium for the proposal development in Honduras • Develops concept notes and presentations • Updates stakeholder mapping and power analysis • Monitors risks and opportunities • Participates in the Consortium coordination meetings
Ana María Pineda	National Advisor Advocacy and Human Rights Approach	• Responsible for the integration of the human rights approach throughout the project design and implementation • Responsible for the design and follow up of the advocacy strategy with main actors • Supports the project coordinator in the implementation of actions in the field • Participates in the Consortium coordination meetings
Nataly Pinto-Alvaro	Strategic Advisor and Global Coordination	• Coordinates the relationship with the Consortium • Responsible for methodological and technical guidance during the design and implementation of the project • Provides tools to the team on knowledge management to develop the track record and build evidence • Participates in the Consortium coordination meetings
Ezequiel Sotelo	Financial and administrative manager	• Responsible for budget design and spending throughout the design and implementation of the project • Responsible for the good financial practices of the country team • Responsible for financial reports and the preparation of the audits. • Participates in the Consortium coordination meetings according to the topic
Johanna Renckens	Strategic Advisor on Planning and Partnerships	• Supports the general planning, monitoring and evaluation of the project in administrative terms • Advises on partnerships in the region to connect the project with other similar interventions • Participates in the Consortium coordination meetings according to the topic

Selene Casanova	Communications manager	• Assists on communications material such as policy briefs, reports and fact sheets. • Develops press notes and social media material related to the project • Participates in the Consortium coordination meetings according to the topic
Napoleón Molina	National Support on advocacy and partnerships	• Coordinates the integration of the project in the Rikolto program in Honduras • Contributes to the stakeholder mapping • Advises on the advocacy strategy • Monitors risks and opportunities • Participates in the Consortium coordination meetings according to the topic
Charlotte Flechet	Strategic Advisor	• Provides content input to the project based on the experiences of the Food Smart City Program on the international level • Connects with relevant partners worldwide to move forward the agenda on the human right to food • Participates in the Consortium coordination meetings according to the topic
Michaela Boyen	Advisor on Planning and monitoring	• Provides methodological guidance on monitoring and evaluation during the implementation of the project • Monitors the learning process • Participates in the Consortium coordination meetings according to the topic

V. Resources

Human resources, infrastructure, equipment, and financial resources

Johns Hopkins University (JHU)

The Berman Institute of Bioethics and the Nitze School of Advanced International Studies of JHU are housed in Baltimore and Washington DC respectively in buildings that provide ample office space, high-speed internet, and IT infrastructure for all members of the project. We will use the following key technological resources:

- Video capture, editing, and production; including high-definition video, chroma key studio and compositing (aka, green screen video), acoustic and lighting-controlled studio for still and video capture as well as podcasts, and live and archived web broadcast.
- Animated audio presentation capture and production.
- Web and mobile technologies and pedagogy support.
- Web-based data collection, data management, and application development and support

Johns Hopkins University is a large research institution that serves both undergraduate students and graduate students across a range of disciplines and studies. The University's library collection includes nearly 7 million volumes. Many journals are available via online databases, allowing easy access for researchers. Principal Investigators have ready access to appropriate scholarly and technological resources.

Alliance of Bioversity International and CIAT

The Alliance of Bioversity International and CIAT is headquartered in both Cali Colombia and Rome Italy. Co-PI Bene's team will be based in both places and in the 4 countries of the project. Alliance Bioversity-CIAT provides ample office space, high-speed internet, and IT infrastructure for their team's work on the project.

Human resource: Clear guidelines have been established by Human Resources for recruiting and selecting future personnel, ensuring that Human Resources management and leaders responsible for selection are more efficient, objective, and transparent; and that people who are appointed are motivated and knowledgeable, possess the highest standards of competence needed to successfully discharge their duties, and can adapt adequately to the Center, committing themselves to its mission, values and strategy.

Human Resource Management manages and coordinates all recruitment actions and logistics of Selection activities. It is responsible for assessment of candidates and for distributing interview roles among participants. Managers define the terms of reference of, and job description of every position

requested. They must comply with recruitment principles. Management Team makes decisions based on Research Area Directors request for new positions.

Finance resources and audit: The financial statements of Bioversity-CIAT have been prepared in accordance with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB).

Bioversity-CIAT management is required to prepare annual financial statements and is responsible for the accuracy and reliability of the financial information. The accompanying annual financial statement of CIAT is prepared in accordance and fully compliant with the IFRS and Advisory Notes released by the CGIAR Consortium.

Bioversity-CIAT maintains a system of internal controls designed to provide reasonable assurance that the assets are safeguarded and that CIAT's financial transactions are properly recorded in line with Management's delegated authority. CIAT's financial reporting system provides Management with regular, timely and accurate views of its operations and enables Management to identify and discern risk while at the same time providing a reliable basis for the annual financial statement and management reports.

Bioversity-CIAT relies on CGIAR's shared Internal Audit Unit to provide regular and ongoing internal audits and recommendations regarding the adequacy and effectiveness of the Center's policies and procedures.

The Board of Trustees exercise its exercise for these annual financial statements through its Audit and Risk Committee. This Committee meets regularly with management and representatives of external and internal auditors to review matters relating to financial reporting, risk management, internal control, and auditing.

PWC conducted the most recent audit to the Annual Financial Statements (2020). Their responsibility is to express an opinion on these financial statements based on their audit. They conducted the audit in accordance with International Standard of Auditing. These standards require that they comply with ethical requirements and plans and perform the audit to obtain reasonable about whether the financial statements are free from material misstatement.

IIRR

The International Institute of Rural Reconstruction has been in existence for more than 60 years, operating out of its headquarters in Silang, Cavite, Philippines. Two decades ago, it set up country offices in various countries, including those where this project will be implemented. IIRR is subjected to usual due diligence processes, audits, and accountability as an international organization. IIRR has adopted globally recognized financial and human resources management systems. With an international board of Trustees IIRR teams in all countries are expected to conform to these standards, processes, and procedures. IIRR has a diverse range of donors, with country staff primarily responsible for local fundraising. IIRR country offices have access to transportation

infrastructure, internet connectivity and physical office space. The three IIRR countries have been in operation for at least ten years.

Rikolto

Rikolto (formerly Vredeseilanden) is an international network organization with more than 40 years' experience in partnering with farmer organizations and food chain stakeholders across Africa, Asia, Europe and Latin America. In Honduras, Rikolto was established in 2007.

Rikolto has a global team of 191 employees, based in 7 regional offices across the world.

Legally, Rikolto is a Belgian Public Interest Foundation managed by an International Management Team, composed of the directors of its 7 offices and the cluster coordinators who lead the 3 international project teams, "clusters" of cocoa/coffee, rice, and Food Smart Cities. The members of the International Board of Directors represent a variety of backgrounds (civil society, public & private sector) and geographic areas.

The regional offices are composed of program and administrative staff, placed in antennas in the different countries we work (16). The regional offices receive support on finances, communication, fundraising, Human Resources and M&E from a Global Support Team based in Belgium.

Rikolto is subjected to usual due diligence processes, audits, and accountability as an international organization. At the organizational level we have our annual audit by KMPG for all the offices worldwide. Rikolto has adopted globally recognized financial and human resources management systems, backed up by a People and Organization Policy, Code of Conduct and integrity policy. All countries are expected to conform to these standards, processes, and procedures, which is controlled by an internal audit system. Rikolto receives 56% of her funding from the Belgian Government and besides that has a diverse range of donors like USDA, SDC, EU, IDRC and others.

The regional offices and their country antennas have access to transportation infrastructure, internet connectivity and physical office space. At the local level, Rikolto has an office in Tegucigalpa with all the necessary assets and connectivity required to correctly coordinate and follow up project activities. The staff is provided with laptops and office supplies as needed. We also have two vehicles for field visits.

Overall budget

The overall budget and detailed sub-budgets are in a separate attached excel sheet.

VI. Risk Analysis

Assessment of main risks for the project and measures for mitigation

Annually, JHU undergoes both an audit of its financial statements as well as a Single Audit (formerly A-133 audit) of its U.S. government sponsored projects. Audited financial statements can be found here: https://finance.jhu.edu/reports_guides/financial_statements.html. Further, Single Audits through June 30, 2020 can be provided upon request.

The largest risk right now is the pandemic and the potential delay in the ability to fully engage in the countries. There is not a lot we can do if we are stymied by a pandemic and will have to revert to online tools to make progress on the project.

A secondary risk is working on a rights-related project as an external entity. Rights are very central to countries, and it will be important for country ownership and buy-in. Working closely with our country partners is key to ensure that the project is introduced in ways that the country stakeholders will find beneficial. We will continue to monitor security issues in the four countries (Ethiopia in particular) along with pandemic issues. If countries fall into civil war or other disasters, we will work with country teams to ensure they are safe and discuss with SDC on potential transfer of work to another country.

Political harassments and security risk for human rights activists (threats, intimidation...): Project partners know the respective country contexts well having worked there for decades. In consultation with them, we will assess and manage political and security risk for project staff and for local civil society organizations, staff, and members. For each country, we will develop and periodically update a risk assessment with context-specific mitigation strategies as appropriate for political harassment. This will form part of an overarching risk assessment and management strategy at country scale.

PSEAH (preventing sexual exploitation, abuse, and harassment): All project partners have internal processes and procedures to prevent sexual exploitation, abuse and harassment. The project will use these strategies to mitigate this risk.

Safety concepts (travel safety, country security plans, travel insurances...): Security concerns are context specific to each country. As part of the overall risk assessment and management strategy for each country, the project will review and periodically update travel, security and insurance procedures and guidance as needed.

Within each organization, we have a co-lead that can take over the project. Thus, across each organization, there is a point person in place. In the case of Johns Hopkins, Swetha Manohar could lead the project if Jessica Fanzo is unable to lead. For CIAT, Mark Lundy could lead in place of Christopher Bene. For IIRR, Wilson John Barbon can lead in place of Emily Monville, and for Rikolto, Johanna Renckens can replace Nataly Pinto.

Risk	Probability of incidence 1 = improbable 2 = probable 3 = very probable 4 = certain	Impact 1 = minor 2 = moderate 3 = major 4 = critical	Planned measures for mitigation or others
1. Continued presence of Covid-19 delays full project engagement in target countries	4	3	Revert to using on-line tools for coordination until in country and in person activities are feasible. The Consortium has in-country teams active in all four countries who can lead field activities until such time as international travel can resume provided, they are able to conduct workshops and meet with people.
2. Implementation of a rights-based project as an external entity	2	3	Rights are very central to countries, and it will be important for country ownership and buy-in. Working closely with our country partners is key to ensure that the project is introduced in ways that the country stakeholders will find beneficial.
3. Political harassments and security risk for human rights activists (threats, intimidation...)	2	4	Project partners know the phase I countries well having worked there for decades. We will assess and manage this risk with them for project staff and for local civil society organizations, staff, and members. In each country we will develop and periodically update a risk assessment with context-specific mitigation strategies as appropriate for political harassment.
4. Country political risk	2	4	We will continue to monitor security issues in the four countries (Ethiopia in particular). If countries fall into civil war or other disasters, we will work with country teams to ensure they are safe and discuss with SDC on potential transfer of work to another country.
5. Preventing sexual exploitation, abuse, and harassment	1	2	All project partners have internal policies to address sexual exploitation, abuse, and harassment. We will use these policies and the reporting mechanisms already in place to mitigate this risk.

6. Physical safety (travel, country security plans, insurance, etc.)	2	2	Security concerns are context specific. In each country we will develop and periodically update a risk assessment with context-specific mitigation strategies and practices as appropriate for physical safety and security.
7. Consortium management (tracking actual implementation + control over project funds: over/under/mis-utilization of budget)	2	3	The project will develop detailed terms of reference for each partner organization against which progress will be measured. We will use a dedicated Microsoft Team workspace for exchanging day-to-day questions, data, and resources as well establish a monitoring platform and have monitoring and surveillance reporting every 6 months. We will meet regularly on bi-monthly Zoom calls to assess progress and discuss challenges and obstacles. Regular financial reports are included in this process and will be monitored.
8. Staff turn-over (departure of key project staff during project lifespan)	2	2	Within each organization, we have a co-lead that can take over the project if needed. In the case of Johns Hopkins, Swetha Manohar could lead the project if Jessica Fanzo is unable to lead. For CIAT, Mark Lundy could lead in place of Christopher Bene. For IIRR, Wilson John Barbon can lead in place of Emily Monville, and for Rikolto, Johanna Renckens can replace Nataly Pinto
9. Change of partner organization / local implementing partner	1	3	In the unlikely case of needing to change a partner organization or local implementing partner, the Consortium will define a clear term of reference and convene possible replacement partners. This process will be conducted in a transparent fashion with decisions documented and justified. All information will be made available to SDC for review as needed.

Potential risks for the project can be divided into partner and context specific. In the case of **partner risks** (risks 5, 7, 8 and 9 in the previous table), the Consortium will monitor and manage these risks through the following mechanisms:

- A dedicated Microsoft Team workspace for exchanging day-to-day questions, data, and resources. Based on previous experience, the Consortium feels that Teams is the most effective at keeping distributed project teams engaged in detailed research discussions.

- Bi-monthly Zoom conference calls, which will cycle between general research updates, targeted discussions of project decisions, and more formal presentations of results. The calls will be coordinated by PI Fanzo and will involve all project team members.
- Annual face-to-face project meetings held at a participating institution or on the margins of a major conference. Where possible we will leverage existing conferences or coordinated field work periods to hold these meetings.
- Clear and agreed upon terms of reference for each partner detailing deliverable and budgets.
- Operational and financial reports indicating advances against the terms of reference and statements of work.
- As an institution committed to the creation of new knowledge through research, The Johns Hopkins University (JHU) seeks to ensure that the research it conducts serves the public interest. Federal and State agencies, private foundations, organizations, and industry sponsors provide significant funding to enable the University to conduct research, public services, and training projects. Additionally, federal regulations provide the framework for internal controls required when documenting salaries and wages of effort for employees on federally sponsored projects. The University's Effort Reporting System (ERS) process fulfills this obligation for all of its sponsored funding by providing the principal internal controls for certifying that the salaries and wages charged to or contributed to sponsored projects are reasonable and consistent with the portion of total professional activity committed to the projects. More detailed information on effort reporting at JHU can be found at the following link: https://finance.jhu.edu/depts/frc/eff_rpt.html
- The Controller's Office and the Office of Hopkins Internal Audits organized a team to establish new procedures for monthly reconciliation and review of cost objects (accounts), following the upgrade of JH's financial systems to SAP. Members of the workgroup were selected from Central Administration, including Internal Audit, and Departmental Administrators from various schools within the University (including the School of Medicine). This Guide has been prepared to clarify expectations of administrators for assuring appropriate financial controls within a department and to provide a resource for performing a monthly reconciliation and review in the SAP environment. As improvements and enhancements are developed within SAP and new BW reports become available, reconciliation and review procedures will also be modified and streamlined. Reconciliation or verification of financial transactions is a key element of JHU's internal controls and is fundamental to sound business practices. A verification of all charges against a cost object, accompanied by any necessary corrections, ensures the accuracy of transactions. The guidelines attached represent minimum expectations for reconciliation, and are the guidelines Internal Audits will use when conducting audits of University departments. Divisions and departments are free to implement more rigorous procedures as desired. In addition to the procedures outlined below, Internal Audits will review other information in order to evaluate the effectiveness of the monthly account management process. For additional information on SAP Business Processes and Account Reconciliation Procedures: https://finance.jhu.edu/reports_guides/acct_recon/acct_rec_toc.html

Contextual risks (risks 1, 2, 3, 4 and 6 in the previous table) are those that are beyond the direct control of the partners. In this case, we will implement the following monitoring and management strategies for each risk:

- *R1 - Continued presence of Covid-19 delays full project engagement in target countries.* This risk has two key components: (a) the inability to hold face-to-face workshops and events with key local stakeholders; and (b) the suspension of international travel. In both cases, our first management strategy will be to revert to using on-line tools for coordination until in country and in person activities are feasible. The Consortium has in-country teams active in all four countries who can lead field activities until such time as international travel can resume provided, they are able to conduct workshops and meet with people. In coordination with country teams, we will monitor the Covid-19 situation and develop appropriate management strategies based on the evolving situation.
- *R2 - Implementation of a rights-based project as an external entity.* Rights are very central to countries, and it will be important for country ownership and buy-in. Working closely with our country partners is key to ensure that the project is introduced in ways that the country stakeholders will find beneficial. These strategies will be informed by the situational monitoring in R3, R4 and R6.
- *R3 - Political harassments and security risk for human rights activists.* Project partners know the phase I countries well having worked there for decades. We will assess and manage this risk with them for project staff and for local civil society organizations, staff, and members. In each country we will develop and periodically update a risk assessment with context-specific mitigation strategies as appropriate for political harassment (R3), country political risk (R4) and physical safety (R6).
- *R4 - Country political risk.* Project partners know the phase I countries well having worked there for decades. We will assess and manage this risk with them for project staff and for local civil society organizations, staff, and members. In each country we will develop and periodically update a risk assessment with context-specific mitigation strategies as appropriate for political harassment (R3), country political risk (R4) and physical safety (R6).
- *R6 - Physical safety.* Project partners know the phase I countries well having worked there for decades. We will assess and manage this risk with them for project staff and for local civil society organizations, staff, and members. In each country we will develop and periodically update a risk assessment with context-specific mitigation strategies as appropriate for political harassment (R3), country political risk (R4) and physical safety (R6). These strategies will be accompanied by additional instruments including travel safety protocols, country security plans, travel insurances among others as needed.

VII. Monitoring and Evaluation

Monitoring of the Consortium

The primary modes of coordination and monitoring will be:

- A dedicated Asana project management workspace for exchanging day-to-day questions, data, and resources. PI Fanzo has worked with several different project communication platforms on previous projects, and Teams is the most effective at keeping distributed project teams engaged in detailed research discussions.
- Bi-monthly Zoom conference calls, which will cycle between general research updates, targeted discussions of project decisions, and more formal presentations of results. The calls will be coordinated by PI Fanzo and will involve all project team members.
- Annual face-to-face project meetings held at a participating institution or on the margins of a major conference. Where possible we will leverage existing conferences or coordinated field work periods to hold these meetings.

The project takes a decentralized responsibility/accountability and this approach is based on constant communication between the lead agency and the partners. Field visits are also budgeted (COVID permitting) and preparatory remote or face to face technical workshops are scheduled and budgeted at the beginning of each main activities to ensure that partners on the ground/in the countries receive the adequate technical support from the lead agency (JHU) and/or from the technical backstopping agency (CIAT). We have also planned an internal mid-term review workshop to be organized in July 2023 and a Consortium internal endline Review workshop (to be organized in April 2025). In addition, bi-annual online meetings will be organized to discuss and review with the Steering Committee the progress and/or issues faced by the project in relation to the scheduled activities.

We will establish a monitoring platform in collaboration with CIAT and have monitoring and surveillance reporting every 6 months. We will also meet regularly on bi-monthly Zoom calls to assess progress and discuss challenges and obstacles. We have also budgeted for a permanent country coordinator who has responsibility for M&E tasks.

M&E plan for the project

The last cluster of activities of the project (CoA5) is dedicated to the Monitoring and Evaluation (M&E) of the project's activities. CoA5 will be structured as a Monitoring, Evaluation and Learning (MEL) exercise (as opposed to a simple M&E) under the supervision of CIAT.

The Monitoring element of CoA5 will follow a conventional approach where the different activities of the project will be monitored on a continuous basis against the initial planning of activities (synthesized in the Gantt Chart in **Figure 4**). Detailed information on the progress, delay, or

inability/difficulty to implement the activities will be recorded on a bi-monthly basis with the objective to determine if the outputs, deliveries, and schedules will be reached as planned or delayed. If, or when, delay occurs, options will be discussed initially internally with the project partners - and then and if necessary, with SDC- on how to correct the deficiencies and address the delay as quickly and smoothly as possible.

This monitoring component of CoA5 will be paralleled with an Evaluation and Learning (E&L) component. The E&L component will be structured around a theory-based evaluation approach, with the objective to document the progress of the project outcomes toward the system-level changes that the project is intended to achieve in the four years of the first phase. As such it will offer a result-oriented reporting system, complemented by a learning element (see below).

The theory-based evaluation (TBE) will build on the Theory of Change (ToC) as shown in **Figure 1**. The general idea of adopting a TBE approach is to test the linkages in the causal chain of outputs to outcomes to impacts of the Project as described in the ToC. It is recognized however that contextual (external) factors also shape and influence the extent to which the ToC explains the reality of the context in practice.

The TBE will be useful to test the logic underlying the ToC, tracing the steps from activities to outcomes and impacts, and to identify the entry-points where rigorous assessments of the links/hypotheses in the ToC can be conducted. Building on this process, the conclusions of the E&L component will focus on what has worked and what has not during the first phase (see Result-oriented reporting system section below), thus informing and guiding the planning and implementation of the second phase of the program.

As part of this E&L process, an internal mid-term review workshop will be organized in Jan 2024; complemented by an internal endline Review workshop in Oct 2025, and a Feedback workshop with SDC and International community members in Nov 2025 (cf. Gantt Chart - Consortium Planning component). Those will complement the baseline-endline framework adopted by the project.

Result-oriented reporting system

The MEL process will be constructed around a baseline-endline approach that will be used to document -and where possible, quantify- system level changes as we will observe them, by comparing the situation before and after the project starts operating, accounting for external influence by other factors/actors. The baseline will be implemented in the early part of the project, before activities start on the ground (i.e., March-May 2022 [COVID permitting]), with the objective to provide a detailed 'snapshot' of the situation at national and international levels with respect to the system components which the project is hoping to influence. The end line will then take place in the last months of the project (Fall 2025) using the same protocol as for the baseline and exploring the same domains -thus allowing to compare the situation between the baseline and the endline.

In line with the ToC, the project is expected to influence the perceptions, attitude, knowledge/capacities, and practices (PAKP) of key decision-makers, duty-bearers, and

rights-holders at both (sub)national and international levels, leading to changes in national rights-based laws and legislation, international rights-based norms and guidelines, national and international discourses and approaches proposed to promote equity and sustainability in food systems. Those expected changes have been included as the main components of the reporting system that was used to structure the project's Logframe. The details of this Logframe and the main elements are synthesized below:

- **Outcome 1 expected changes:** Improvements in the right-holders and duty bearers' access to information, training and capacity for better understanding and valuing the UNDROP document and its food system related articles at sub-national, national, and international levels. **System level change key indicators:** Increased (a) awareness index, (b) access-to-information score, and (c) capacity score among national right-holders and beneficiaries.
- **Outcome 2 expected changes:** Drafting of the national legal and policy frameworks on human rights in food systems initiated. **System level change key indicators:** (i) Draft document proposing a national legal and policy framework supporting the execution of the UNDROP co-constructed by national stakeholders and the project partners in each country, and (ii) Road map for implementation of the framework discussed by national stakeholders.
- **Outcome 3 expected changes:** Integration of Human rights monitoring and accountability mechanisms for food systems into existing M&E systems and use by national and international organizations and governments. **System level change key indicators:** Framework document discussing human rights accountability mechanisms (a) co-drafted by (i) national stakeholders and the project partners at national level and (ii) by international actors (CFS, UNFSS Action tracks and envoy, and member states SDG platforms) and the project partners, and (b) discussions hold by both national actors and international organizations on the steps required for the integration of the frameworks in their respective M&E systems.
- **Outcome 4 expected changes:** Improved policy coherence between global norm setting processes for food systems and the right to food and claims of the UNDROP. **System level change key indicators:** Increase in the perceived level of policy coherence (assessed through scorecard) among national right-holders and beneficiaries.

The Means of Verification proposed in the LogFrame for each of those outcomes will be part of the data and information to be collected at baseline and endline. Several of these means of verification are quantitative or semi-quantitative information and include the target expected to be reached at the end of the 4 years of the project. Comparing changes in those indicators between baseline and endline will allow us to document (and possibly quantify) progress and determine whether the outcome targets have been achieved.

Logframe

Hierarchy of objectives Strategy of Intervention ①	Key Indicators ①	Data Sources Means of Verification ①	
Impact (Overall Goal) ①	Impact Indicators ①		
The rights of the peasants and other rural populations are strengthened thanks to a better implementation of the UNDROP & and/or other human rights instruments at sub-national, national and international levels.	National strategy on human rights in food systems at subnational and national level (including accountability mechanisms), drafted in each of the four initial targeted countries by end of first phase		
Outcomes ①	Outcome Indicators ①		External Factors (Assumptions & Risks) ①
Information, Knowledge and Capacity Building Outcome 1: Substantially improved access to information and training increases the capacity of rights-holders to implement the UNDROP and/or other human rights instruments at national level	(i) Increase in the awareness index of 10 leaders and the boards of directors of organizations representing rights-holders in each country by 70% by end of first phase from baseline. (ii) Increased access to information and capacity scores of national organizations of rights' holders in 4 countries by 60% scoring 5 out of 7 by end of first phase compared to baseline. (iii) By the end of the first phase, 20 organizations representing rights-holders initiated at least 12 policy influence activities (dialogue, letter writing to MPs, conferences) to influence policies on UNDROP/VG across the four pilot countries.	(a) Awareness index (b) access-to-information score and (c) capacities scorecards compared between baseline and endline – target: at least 70% of respondents' report an increased value in their awareness index (between baseline and endline) and at least 60% of the respondents' access to information and capacities scorecards above or equal to 5 [out of 7] at endline from survey data and reports	Interventions and activities around human rights education, awareness raising and capacities building in peasant communities are (logistically, politically and security-wise) possible and safe for project partners and participants in the local context of the four pilot countries;

<i>Rights frameworks</i> Outcome 2: National legal and policy frameworks on human rights in food systems successfully developed and/or strengthened with assistance to duty bearers	(i) 4 draft documents proposing a national legal and policy frameworks strategy on human rights in food systems successfully completed by national stakeholders and the program partners in each of the 4 pilot country by Y4. (ii) 4 <u>road map</u> documents for implementation of the national policy and legal frameworks adopted and approved by national stakeholders, by end Y4. (iii) X number of HR provisions from UNDROP and VG relevant to food systems integrated into 4 national policy and legal frameworks and roadmaps by national stakeholders by Y4.	(i) Draft of the national legal and policy frameworks in each country; (ii) official (government) documents discussing the implementation of the road map (minutes; etc.) List of participants to dialogues and consultations Draft document publication and diffusion Draft road map publication and diffusion	There is sufficient interest and political will at national levels as well as among intergovernmental organizations to use the human-right-to-adequate-food framework in policies to address hunger and all forms of malnutrition.
<i>Monitoring and Accountability</i> Outcome 3: Human rights monitoring and accountability mechanisms for food systems integrated into existing M&E systems by national and international organizations and governments	By end of the 1st phase of the program, <u>framework document</u> discussing human rights accountability mechanisms (i) successfully co-drafted by national stakeholders and the program partners at national level and by international actors (CFS, UNFSS Action tracks and envoy, and member states SDG platforms) and the program partners at the international level, (ii) discussions held by both national actors and international organizations on the steps required for the integration of the frameworks in their respective M&E systems	(a) Draft mechanisms for Human rights monitoring and accountability available in each country and at the CFS (Committee on World Food Security) available by end of 1st phase of the program (June 2025) List of participants to drafting sessions List of participants workshops with UN-agencies National reports on ME for HR and FS	There is sufficient technical capacity supported by political will to incorporate human rights to food in relevant legislation and associated monitoring and evaluation processes at both national and international level

		(b) minute report of drafting meetings	
Policy Coherency at international level Outcome 4: Policy coherence between global norm setting processes for food systems and the right to food and claims of the UNDROP enhanced and documented	(i) Improved perceived Level of policy coherence by at least 70% of the national right-holders and beneficiaries in each country by Y4 from Y0 baseline. (ii) x number of changes/amendments to improve policy coherence with recommendations based on VGGT, VGFSyN and VG Right to Adequate Food shared with at least 40 organizations representing rights-holders and duty bearers across the 4 pilot countries by end of first phase	Scorecards compared between baseline and endline – target: at least 70% of respondents report an increased value in their policy coherence scorecard (between baseline and endline) Recommendation documents shared with leaders and organizations representing rights-holders in each country in workshops Copies of changes/amendments related to policy coherence List of workshop participants	Travel to countries and face-to-face interviews with policy makers and other key-stakeholders are permitted in early 2022 (i.e. no or minimum restrictions related to COVID pandemic situation)
Outputs (per outcome) 📄	Output Indicators 📄	Means of Verification	Assumptions
For outcome1:			
Output 1	5 Training sessions organized In each pilot country, all 5 training sessions successfully organized by the program partners with a <u>constant attendance</u> between the first and last session and at least 50% of the attendees are women By Y4, 20 training sessions (5 times 4 countries) conducted, attended by x number of participants with an attrition rate of 15% between first and last session and at least 50% are women attendees	- Attrition rate of training sessions lower than 15% between the first and last session - At least 50% of the attendees are women - Attendance sheets - Training reports - Photographs/video documentation - Training modules	See Outcome 1 assumption above; Local gender situation allows women to participate to activities; COVID pandemic situation allows to travel and operate in pilot countries
Output 2	2 mini-courses organized Number of successfully organized mini-courses by the program partners with an	Attendance rate increases between the first and the second	see Outcome 1 assumption above;

		<u>increase in attendance</u> between the first and the second course Target: 2 mini-courses Number of successfully organized mini-courses by the program partners with at least 50% attendance represented by women Target: 2 mini-courses with at least 50% of women in attendance	course – at least 50% of the attendees are women	Local gender situation allows women to participate to activities; COVID pandemic situation allows to travel and operate in pilot countries
Output 3	Series of 10 inter-active discussions with stakeholders	Number of successfully organized inter-active discussions by the program partners with a <u>constant attendance</u> between the first and last discussion Target: 10 inter-active discussions with a <u>constant attendance organized in each country by end of phase 1</u>	- Attrition rate of discussions' attendance lower than 15% between the first and last inter-active discussion) – at least 50% of the attendees are women	see Outcome 1 assumption above; Local gender situation allows women to participate to activities; COVID pandemic situation allows to travel and operate in pilot countries
For outcome 2:				
Output 4	Policy dialogues (Consultation workshop with rights' holders and duty bearers)	Number of workshops organized by the program partners that leads to a clear co-created <u>map of policy incoherence</u> in relation to HR and food system established Target: 1 workshop leading to a clear <u>map of policy incoherence</u> in relation to HR and food system established with participants by end of phase 1	Workshop report with policy incoherence map produced	See outcome 2 assumption above
Output 5	Awareness raising activities	Number awareness raising events successfully organized by the program partners with national stakeholders	End-of workshop feedback survey: at least 70% of the participants declare satisfied or highly satisfied by the content of the event – at	See outcome 2 assumption above

		Target: 2 events in each country by end of phase 1	least 50% of the attendees are women	
For outcome 3				
Output 6	Accountability workshops (international)	Number of international-level accountability workshops organized by end of year 2 Target: 2 events that include a <u>clear road map</u> of the steps necessary to build the proposed international accountability framework by end of year 2	2 nd workshop reports with road map	see Outcome 3 assumption above; COVID pandemic situation permits to travel and organize face to face international meetings
Output 7	Technical workshop (accountability) at pilot country level	Number of accountability workshops successfully organized in each country, including a <u>clear national road map</u> of the steps necessary to build the proposed national accountability framework Target: 2 workshops organized in each country by end of year 3	2 nd workshop reports with road map (one per country)	see Outcome 3 assumption above; COVID pandemic situation permits to travel and organize face to face meetings
For outcome 4				
Output 8	Policy coherence analysis at international level	Number of Policy Analysis reports (international level) completed by program partners Target: 1 report by month 7 of year 2	Policy Analysis report	see Outcome 4 assumption above applied to international meetings
Output 9	Policy Coherence analysis at pilot country level	Number of Policy Analysis report (national level) completed by program partners. Target: 1 report by month 11 of year 2	Policy Analysis report	see Outcome 4 assumption above at country level

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