



CITY REGION FOOD SYSTEM TOOLKIT

Assessing and planning resilient and sustainable city region food systems

Examples: Food systems governance models and resources

Brief description	This document contains examples of long-term governance platforms that have been established in Quito, Lusaka, and the Golden Horseshoe region. It also provides references to repositories of more case studies.
Expected outcome	Project teams are aware of and may be inspired by several different long-term multistakeholder platforms that originated out of, or were otherwise connected with, pilot CRFS project. They may seek dialogue with leaders of other platforms for more details and to draw on their experiences.
Expected output	Progress towards developing a long-term governance platform.
Scale of application	Project level
Expertise required	Project management
Examples of application	
Year of development	2022
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Relevant CRFS Handbook modules; related tools, examples and activities	Action planning module <i>Related to Guidance: Establishing terms of reference for governance platforms</i>

Full description and justification

This document contains examples of long term governance platforms that have been established in Quito (Ecuador), Lusaka (Zambia), and the Golden Horseshoe region around Toronto (Canada). For each, it explains the origins of the platform, the institutional home or host, the role or mandate, membership, and meeting arrangements.

Several sources of other case studies are also provided so that project teams can search for additional inspiration.

The examples will provide inspiration to project teams, who may find models that are suitable to their context or could easily be adapted. The project coordinator may seek dialogue with leaders of other platforms for more details and to draw on their experiences.

1 Pact Agro-Food of Quito (PAQ)

The PAQ was formed following the mobilisation of various actors to conduct a diagnosis of the agri-food system under the first phase of the CRFS programme (from 2015-2018), in which ConQuito, the city's economic promotion agency, played a critical leadership role. ConQuito supported the creation of a working group which, following the signature of the Milan Urban Food Policy Pact, ultimately evolved into the PAQ.

The PAQ is hosted by ConQuito and backed by government authorities, but it has not been formally institutionalised. The PAQ operates as a citizen consultation and advisory body. Its roles are to stimulate collective action and initiatives from members, perform lobbying and advocacy across the city region, manage knowledge about the food system, and formulate policies.

Around 30 different stakeholder groups are represented on the PAQ, which were identified during the stakeholder mapping under the CRFS project. Representation is broad and diverse. The representatives themselves being self-appointed or selected from within their own group or organisation.

The PAQ usually meets bi-annually, but during the COVID-19 pandemic members tended to meet in smaller, select groups to discuss specific issues. Stakeholders are not paid to attend meetings and must cover their own expenses. When project-specific funds can be obtained, they are used mainly to organise meetings and prepare studies.

More information: [211018_WWF_One%20Planet%20Report_FA_Quito_0.pdf](#)
(oneplanetnetwork.org)

2 Lusaka Food Policy Council

The Lusaka Food Policy Council (LFPC) was formed in February 2020, following the CRFS project that ran from 2015 to 2018, and following the Sustainable Diets 4 All (SD4All) programme (led by Hivos) that involved multistakeholder Food Change Labs. The initiative was coordinated by the Consumer Unity and Trust (CUTS) International under SD4All. The Secretariat of the LFPC is hosted by Lusaka City Council, and CUTS provides support services.

Members are drawn from institutions and individuals involved in the Lusaka city food system including stakeholders from farming and rural communities and citizens. The members elect their own executive leadership, made up of a chair and a vice chair, to serve two-year terms.

The first role of the LFPC was to develop the Lusaka Food Security Initiative, a policy document that highlights the challenges in the food system and provides solutions through its operational plan. This document is lodged with Lusaka City Council. The ongoing mandate of the LFPC is to implement the Initiative in order to have a functional food system for the city that offers affordable, healthy, and reliable food to residents. Its main activities are networking and education, coordinating, evaluating, funding (leveraging community resources), and identifying and advocating policy changes that support its goals.

The LFPC meets at least four times a year, with one meeting per year open to the public. quorum for conducting business is 12 members, and at least half of all members must vote (via mail or email) for any motion relating to public advocacy to be passed. Ad hoc sub-committees or working groups for specific in-depth work may be formed.

More information: [policy-brief-the-lusaka-food-security-initiative.pdf \(cuts-lusaka.org\)](https://cuts-lusaka.org/policy-brief-the-lusaka-food-security-initiative.pdf)

3 Golden Horseshoe Food and Farming Alliance

The Golden Horseshoe Food and Farming Alliance (GHFFA) is a multi-stakeholder partnership covering the 'golden horseshoe' region including and surrounding the City of Toronto, Canada.

The role of the Alliance is to lobby over food and farming matters in the region, and to provide political leadership and guidance for the implementation of the Golden Horseshoe Food and Farming Plan.

The Alliance has up to 17 members. Members include regional municipalities and Federations of Agriculture in Niagara, Peel, Halton, York, and Durham, and the cities of Hamilton and Toronto, Conservation Authorities, the Greenbelt Fund, the University of Guelph, Durham College and Niagara College, the Holland Marsh Growers and members of the food industry. Membership is reviewed every two years.

The Alliance is not incorporated body, but its financial affairs, procurement, and human resources are managed by the Toronto and Region Conservation Authority (TRCA). It has one employee, the director, whose job is to coordinate activities and network. This means that project implementation lies largely with member organisations.

More information: [Cities Golden Horseshoe case study.pdf \(ipes-food.org\)](https://ipes-food.org/Cities_Golden_Horseshoe_case_study.pdf)

4 More case study databases

Additional case studies can be sources from repositories and reports, including:

FoodActionCities.org, an online platform to facilitate city to city sharing of experiences in transforming urban food systems. [Access here](https://www.foodactioncities.org/)

Alliance of Bioersivity & CIAT, UNEP and WWF (2021). National and Subnational Food Systems Multi-Stakeholder Mechanisms: an assessment of experience. [Available here](#)

Milan Pact Awards 2019, a compilation of entries. [Available here](#)