



TURFS Consortium

Transforming Urban-Rural Food Systems



A strategy to catalyze a global food systems transformation for people, planet and prosperity using cities as entry points



ACKNOWLEDGEMENTS

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- Laudes Foundation and;
- Stephen Brenninkmeijer, Founder and Principal, Willows Investments UK





Current food systems are generating too many negatives

**FAIL TO MEET THE
NUTRITIONAL NEEDS
OF HALF OF HUMANITY**



**CONTRIBUTE TO
CLIMATE CHANGE,
BIODIVERSITY LOSS**




**CONTRIBUTE TO
ENVIRONMENTAL
DEGRADATION ON LAND,
IN OCEANS AND
WATERWAYS**



**INCREASE ZOOONOTIC
PANDEMIC RISKS**



**LEAVE MANY
PRODUCERS AND FOOD
SYSTEMS WORKERS
IMPOVERISHED**



**HUNGER
ARMED CONFLICTS
EXACERBATE THESE
TRENDS, INCREASING
HUNGER &
MALNUTRITION**



It is clear that the food systems need to be transformed

The only way to do that enduringly is to shift the system settings.

This means shifting demand towards healthier foods from sustainable food systems

&

shifting supply by connecting that demand to a scaled regenerative agriculture landscapes, preferably in close physical proximity to generate spatial spillovers, with shorter and more diverse supply chains for greater resilience

Cities are the best place to begin this transformation



CITIES HAVE A KEY ROLE IN FOOD DISTRIBUTION

Cities own or co-own (with other public entities) logistic platforms in cities' fringes where foods are stocked, packaged, processed and traded.

Cities are also responsible for food safety standards and compliance.

Cities own urban land devoted to agricultural activities



CITIES STIMULATE URBAN FOOD ECONOMY

Local food economy is at the core of different job creation, placement, and upskilling programs run by municipalities.

These programs focus on all stages of the supply chain from production to home delivery and waste upcycling



CITIES DRIVE FOOD AND NUTRITION SECURITY

Cities procure food and manage / coordinate all public and private programs dedicated to food and nutrition security, including feeding programs for schools, elderly homes and hospitals, as well as soup kitchens and food banks.



CITIES SHAPE THE FOOD ENVIRONMENT

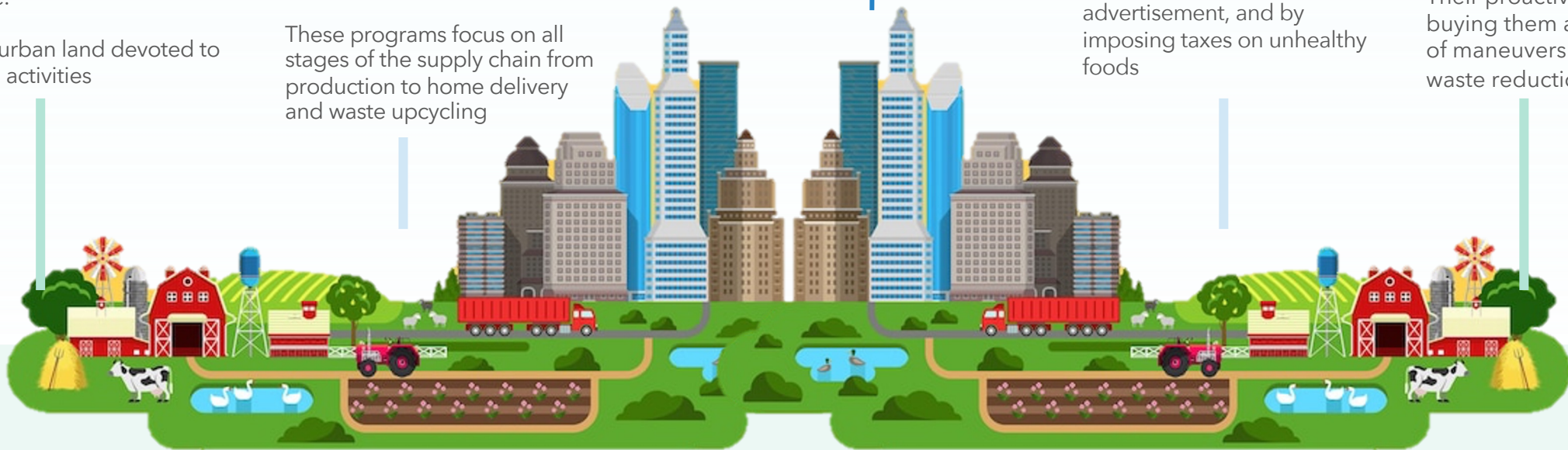
Cities enhance the food environment using licensing to boost access to healthy and sustainable food items, banning junk food outlets, utilizing city-owned facilities for healthier food advertisement, and by imposing taxes on unhealthy foods



CITIES MANAGE WASTE

Mayors are directly in charge of food waste collection and treatment.

Their proactiveness is also buying them additional space of maneuvers to act on food waste reduction and recovery.



Cities have many powers to demonstrate the potential of food systems transformation

40%

of global cropland is within 20km of cities.



70%

of the world's food is consumed in cities



100+

have made food systems commitments through the Cities Race to Zero and Cities Race to Resilience Pledge supporting SBTs and emission reduction to deliver healthier, zero carbon world



16

cities have signed on to the **C40 Good Food Cities Accelerator**

**C40
CITIES**

240

cities have committed to healthy, sustainable, and inclusive food systems through the **Milan Urban Food Policy Pact**.

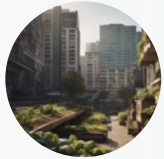
**MILAN
URBAN
FOOD
POLICY
PACT**

Three megatrends offer unique opportunities



REGENERATIVE AGRICULTURE

Regenerative agriculture is a holistic farming system that improves water and air quality, enhances ecosystem biodiversity, produces nutrient-dense food, and stores carbon (FAO, 2022)



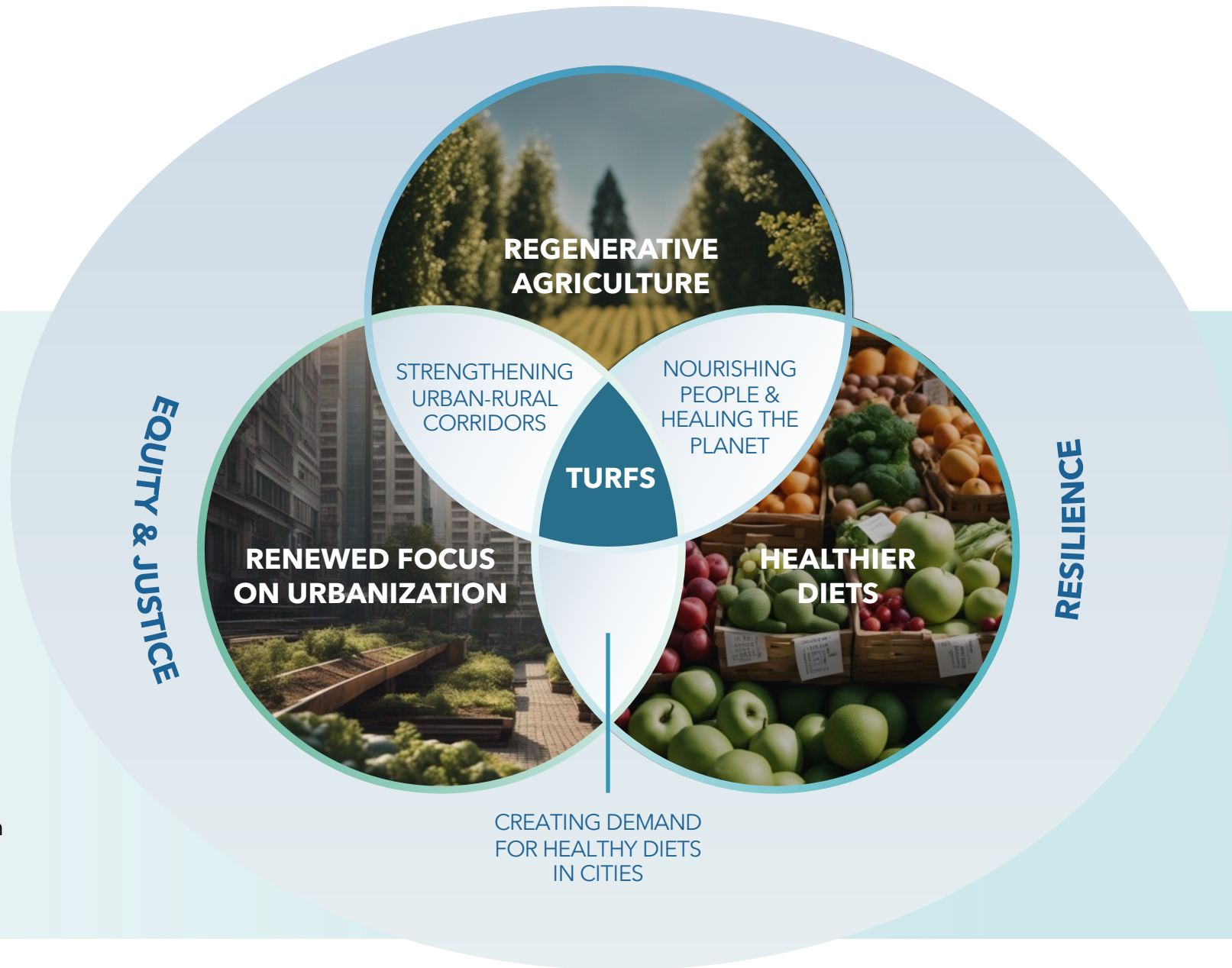
RENEWED FOCUS ON URBANIZATION

According to FAO, "urbanization offers unique risks and opportunities to drive change in the food system" (FAO, SOFI 2023)



HEALTHIER DIETS

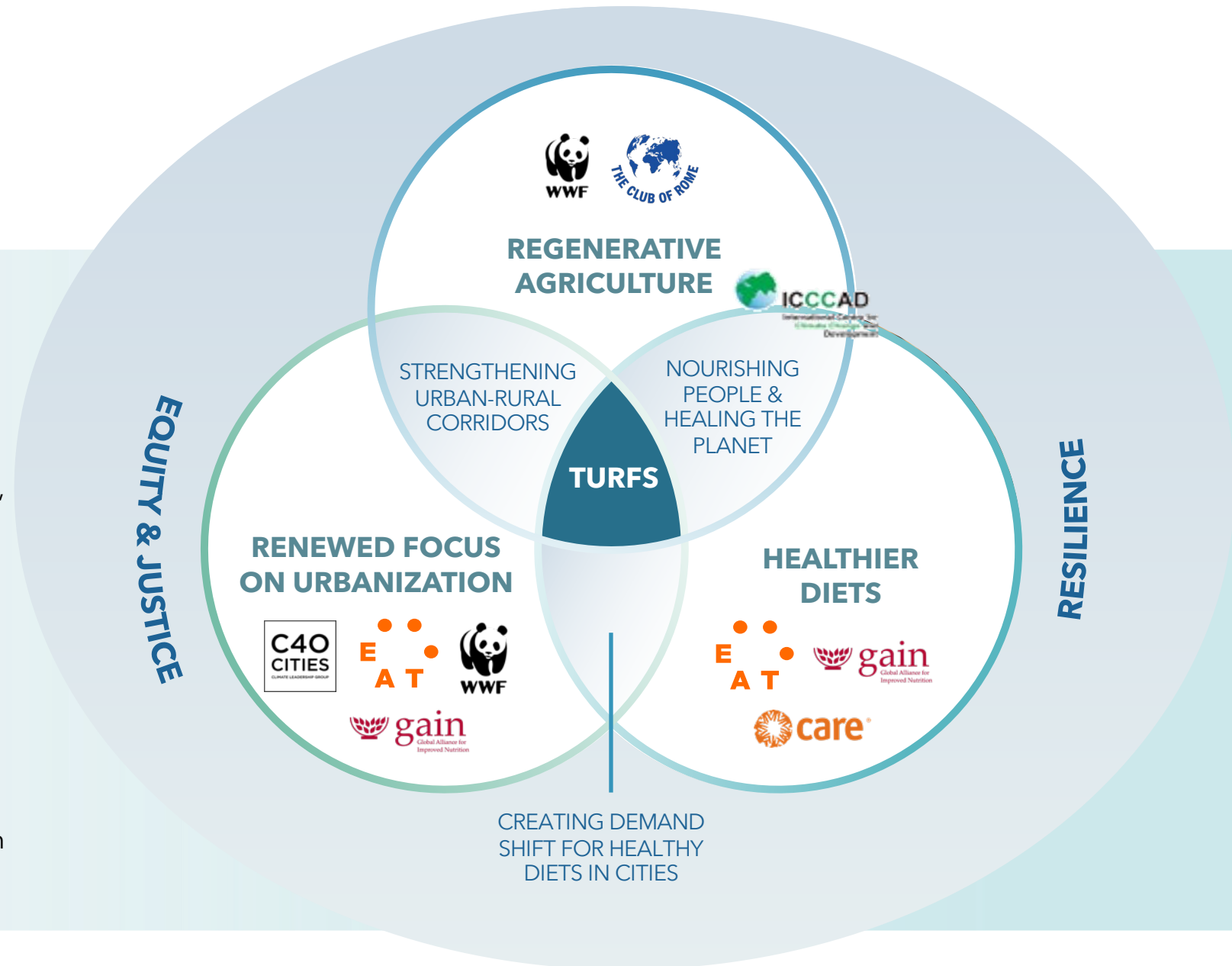
Dietary changes from current diets toward healthy diets are likely to result in preventing approximately 11 million deaths per year, which represent between 19% to 24% of total deaths among adults. (EAT Lancet, 2019)



TURFS Consortium is mature and ready to deliver

This consortium can do this because of its experience and capacities:

- **GAIN, EAT and CARE** have experience on the ground in shifting demand through public campaigns, public policy (procurement, R&D, fiscal policy), food assistance and private sector incentives (impact investments, credit and equity, ESG).
- **WWF, ICCCAD and the Club of Rome** are thought leaders and key influencers on promoting regenerative agriculture, soil health and sustainable ecosystems as well as thought leaders and key influencers on promoting food system resilience.
- **C40** is a global network of nearly 100 mayors of the world's leading cities that are united in action to confront the climate crisis



Our theory of change



IGNITE A GLOBAL FOOD SYSTEMS TRANSFORMATION THAT PRIORITIZES PEOPLE, PLANET AND PROSPERITY USING CITIES AS ENTRY POINTS

LOCAL LEVEL

LOCAL & NATIONAL LEVEL

OUTCOMES

Decision making processes in 20 major cities are evidence-based and focused on science-based targets

20 cities have ignited a just and regenerative transition

Cities are empowered to engage their citizens, schools, restaurants, and other changemakers to drive food systems transformation

City-industry engagement activities will result in a demonstrable shift in business practices

20 cities will have early warning and comprehensive risk management mechanisms and food safety nets

TURFS cities' national governments are working on food systems transformation

OUTPUTS

Monitoring systems in place to track progress and course-correct as needed
TCA is guiding city-level policymakers and supporting their advocacy for improved vertical coherence

Designed financial pathways and an innovative co-investment platform
Cities have developed food investment strategies
Strengthened, inclusive urban-rural governance and value chain
Good Food Principles as co-designed by cities and peri-urban landscape communities

Cities utilise a sustainable meal concept
Cities implement a Whole School Food Approach
Cities carry out co-creative food policy dialogues
Campaign reaches a broad audience and galvanises citizens to advocate for brave political decisions

All cities will have established local city-business alliances
Innovation challenges launched in all cities
City capacity to regulate & engage private sector is strengthened
Largest businesses engage with regional city-industry taskforce

Key risks have been assessed and disaster preparedness plans have been developed
New food assistance programs are now available for the most vulnerable

Robust coherence between plans and policies of cities and countries
Improved consensus and political pressure to act

ACTIVITIES

- Translate and downscale the EAT-Lancet 2.0
- Create a baseline assessment; Science Based Food System Targets and pathways to implementation
- Monitoring system
- TCA Scoping analysis and final report

- Co-design & support practice of multi-stakeholder platforms with reps from local regenerative landscapes & cities
- Develop innovative financial instruments tailored to cities & landscapes
- Provide tools, trainings and technical assistance; share knowledge products

- Coaching program to support cities with workstream tools
- Adapt sustainable meal concept
- Develop a replication package for the Whole School Food Approach
- Implementation guide for food policy dialogues
- Develop communications strategy & materials for campaigns

- Conduct a comparative analysis of existing commitments to identify private city players
- Train city officials to change their food environment
- Build food city-business alliances & develop roadmaps
- Work with businesses to create innovation challenges

- Assess key risks facing cities & model risk measurement
- Build city capacity on risk monitoring and management
- Co-create food-centred disaster preparedness plans
- Pilot new food safety nets in cities

- National Food Councils Formulation of alliances with other cities
- Mayor– Ministry Coordination Structure Technical Assistance on food systems approach

WORKSTREAM 1

SCIENTIFIC TARGETS, METRICS, & ACCOUNTABILITY MECHANISMS

WORKSTREAM 2

STRENGTHENING URBAN RURAL NETWORKS

WORKSTREAM 3

GLOBAL PUBLIC MOVEMENT FOR FOOD SYSTEMS TRANSFORMATION

WORKSTREAM 4

PRIVATE SECTOR FOR FOOD SYSTEMS CHANGE

WORKSTREAM 5

FOOD RESILIENT CITIES

WORKSTREAM 6

CITIES CATALYZE NATIONAL GOVERNMENTS TO ACT

We will engage in a number of key interlinked activities



STRENGTHENING URBAN-RURAL NETWORKS

- Develop innovative investment plans and financial instruments tailored to cities and regenerative landscapes
- Create urban governance systems & processes that support shifts to healthier and sustainable diets, particularly including previously excluded voices (youth, poor, indigenous etc.).



PUBLIC MOVEMENT FOR HEALTHIER FOOD FROM SUSTAINABLE FOOD SYSTEMS

- Work with city governments to develop strong public voice movements for healthier and sustainable food
- Provide tools & resources to build public support for action through stakeholder mapping, communications toolkits, etc.



ENGAGING PRIVATE SECTOR FOR FOOD SYSTEMS CHANGE

- work with private sector networks, chambers of commerce and business bodies to help them respond to public voice/consumer and city government incentives.



BUILDING FOOD SYSTEMS RESILIENCE IN CITIES

- Work with city officials to develop food system risk registers and strategies to identify, prevent mitigate and manage risks
- Develop and pilot city-specific safety nets, monitoring or warning systems, and food distribution plans.



LINKING WITH, AND ALIGNING WITH NATIONAL GOVERNMENTS

- Work to connect city and national governments to ensure spillover effects are not just local to cities and surrounding landscapes, but help drive national food systems transformations.



SCIENTIFIC TARGETS, METRICS, ACCOUNTABILITY

- Work with researchers and scientists to develop practical city level targets and metrics to guide the work and make it accountable.

The **TURFS Consortium** will transform the food systems of **20 cities** and their surrounding farm landscapes by **2030** and improve lives of **100M+ people.**

It will do this by stimulating **demand for healthier foods** from more sustainable sources, **scaling regenerative agriculture supply**, and **connecting the two to set up virtuous spirals.**

This work will:



IMPROVE THE HEALTHINESS OF THE DIETS OF 100M PEOPLE



TRANSFORM THE REGENERATIVE NATURE OF THE PRODUCTION AND VALUE CHAINS THE 100M PEOPLE DRAW ON



ENDURINGLY TRANSFORM CITY-LEVEL FOOD SYSTEMS & GENERATE 4 TYPES OF SPILLOVERS

- Spillovers for farm families, farm communities and food chain stakeholders via backwards and forwards economic linkages
- Serve as an inspiration and exemplar to other cities in the countries and in other countries
- Provide an engine of transformation at the national level
- Shift systems allowing, future cohorts or generations of residents in the cities and surrounding landscapes to benefit from the work.

Next steps

Preparing this strategy has been a first important step, but the issues are urgent and the momentum created by this work needs to be maintained.

1

Begin the detailed planning process with the cities

and the key actors in the regenerative agriculture landscapes that surround them

2

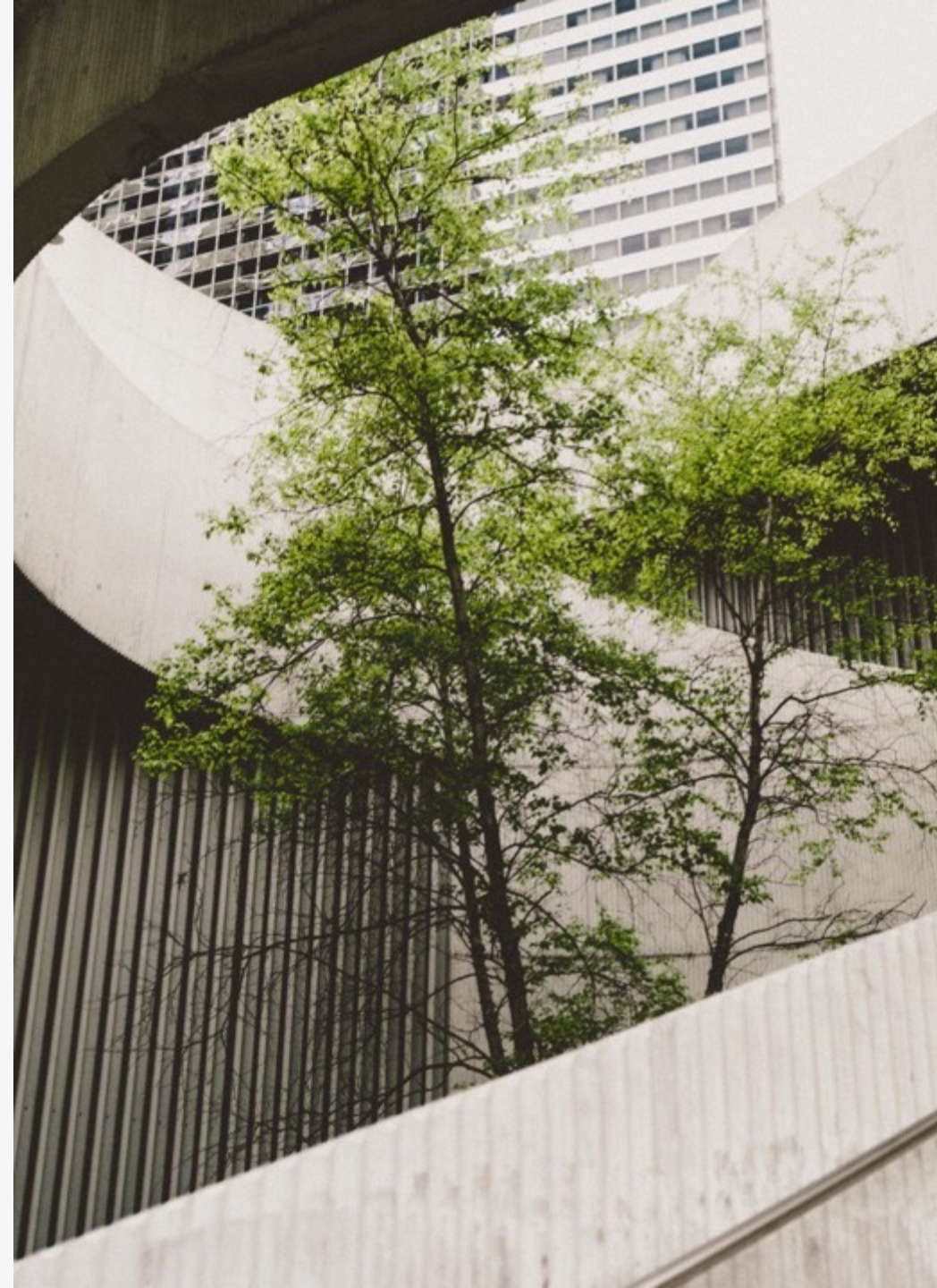
Define the short-, medium- and long-term impacts

Build the robust case for action by developing a more detailed picture of potential impacts.

3

Engage the funder community

Bring funders into the discussion and connect them to city leaders, through events at UNGA, COP etc.





ABOUT TURFS



About TURFS Consortium

AN INCLUSIVE FOOD SYSTEMS COALITION OF THE **determined**

In recognition of the opportunity that city-level food systems transformation offers, seven independent civil society organizations



are working together as Transforming Urban-Rural Food Systems (TURFS) Consortium to transform food systems through local action and global initiatives.

Working with ambitious cities as test beds, the Consortium seeks to unleash cities' nimbleness to create a virtuous cycle, providing collaboration opportunities for national governments, private sector and farmers to create a scalable model for a global transformation.

STRONG PRESENCE & TRACK RECORD



100+

countries

- Together, the seven organisations have an on-the-ground presence in **more than 100 countries**.
- Each organisation has its specific **strengths and constituencies** that it brings to the Consortium.

DELIVERING ON THE PROMISE OF THE UN FOOD SYSTEMS SUMMIT

- Six of the organisations led the technical work and stakeholder mobilization in the Action Tracks for the UNFSS in 2021.
- TURFS believes **non-state actors are critical to systems transformation**.



Our unique strengths

Together the seven founding partners of the Consortium offer unique strengths:



TRUST & INFLUENCE

*Six of the organisations led the technical work and stakeholder mobilization in the Action Tracks for the UN Secretary General's Food Systems Summit (FSS) in 2021 - **Working together, these organizations built mutual trust and influence during the Summit.***



NETWORKS & PRESENCE

*Together, the **seven organizations have an on-the-ground presence in more than 100 countries.** Each organization has its specific strengths and constituencies that it brings to the Consortium.*



EXPERTISE & ANALYTICAL DEPTH

*The seven founding **partners of the Food Forward Consortium combine both expertise and analytical depth** on key food system challenges, and robust and practical working linkages with policy makers, communities in diverse environments.*

Our guiding principles

KEY CONSIDERATIONS

- Governance framework should support our mission and strategic objectives
- Ensure TURFS's work is guided by science and evidence-based approaches and benefits from diverse expertise
- Provide transparency and accountability, with clarity on roles and processes and accountability for budget and program responsibility
- Enable effective collaboration - balancing inclusion with the need for nimbleness, timeliness and effective decision-making
- Provide a global, multi-stakeholder platform for engagement and practical action
- Reflect deep inclusion
- Nurture a strong learning community to drive iterative and continuous learning, knowledge transfer, and sharing of experiences; and
- Be periodically reviewed and adapted as we learn and evolve.

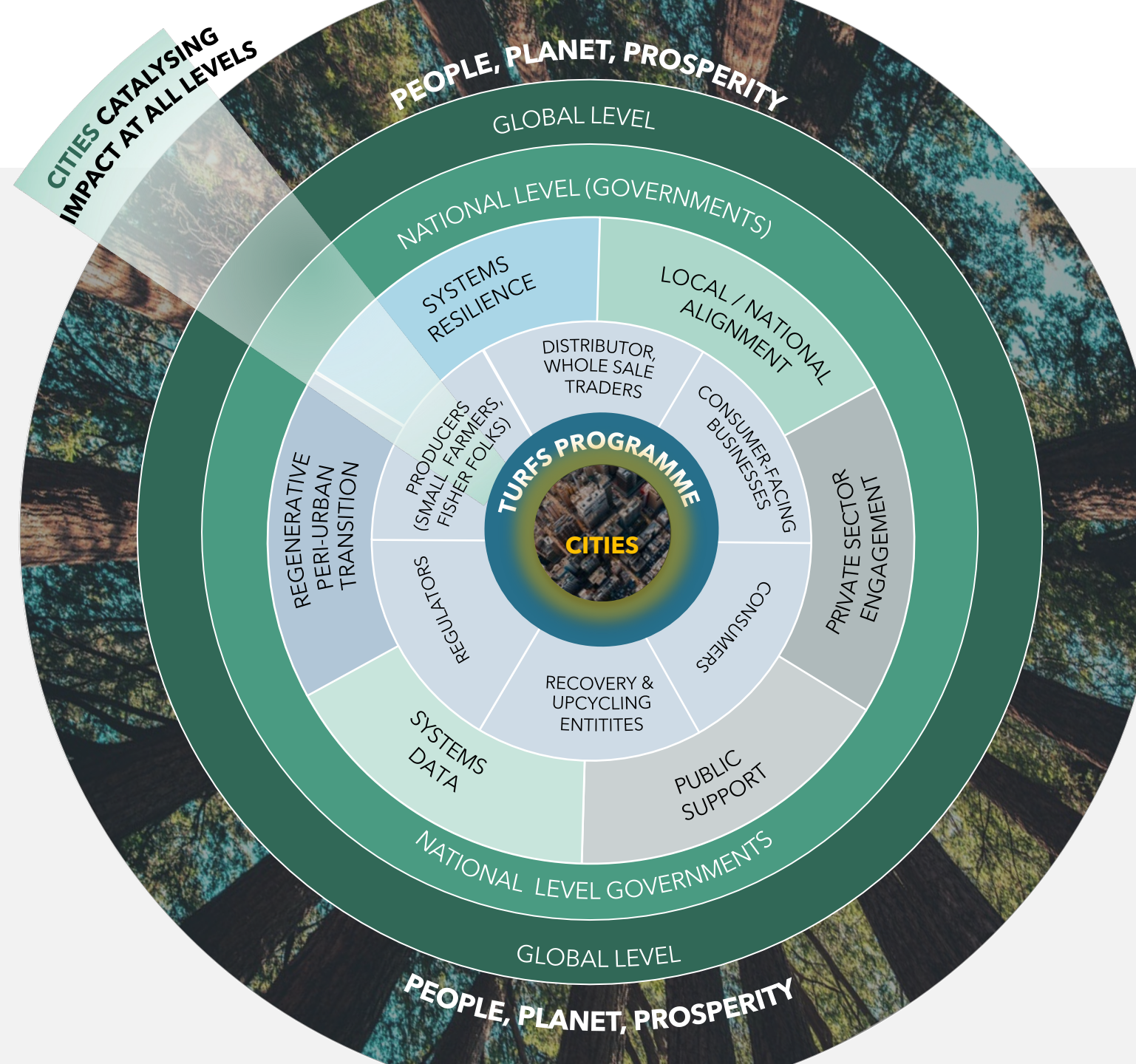
TURFS SHARED GOVERNING PRINCIPLES

-  SYSTEMS OPTIMISATION
-  ACT WITH URGENCY
-  CREATE A TRUSTED SPACE
-  INCLUSIVITY
-  TRANSPARENT AND CONSULTATIVE
-  CHAMPION COMPROMISE
-  DIVERSITY OF THOUGHT & SHARED OWNERSHIP
-  GUIDED BY SCIENCE AND EVIDENCE-BASED APPROACHES

Our strategy

The TURFS programme takes a holistic approach by considering cities and their surrounding productive landscapes as **interconnected systems**.

Our strategy will offer an interdependent set of actions that, when implemented together in a coordinated manner, will mutually reinforce one another to **create the conditions needed for systemic change at both national and global levels, while positively influencing all food systems stakeholders**.





DEEP-DIVE INTO THE WORKSTREAMS

Zooming in on TURFS approach to urban-rural continuum & regenerative agriculture

PROBLEM

- ⚠️ **Slow scale-up of regenerative farming practices.** Most of the barriers to scale are only identified as on farm or in supply chains.
- ⚠️ **Transition to regenerative agriculture has not responded well to either top-down approaches** (policies), particularly given the dominance of the informal smallholder economy; or to farm-by-farm approaches (whose cost/benefit ratio discourages action).
- ⚠️ **Disconnected local governance and food system principles** between urban food environments and urban-rural food systems inc. linkages between cities and regenerative farmers and value chains
- ⚠️ **Availability and access to innovative finance**

ACTION REQUIRED

TURFS Consortium
Transforming Urban-Rural Food Systems

TURFS'S CONTRIBUTION

Connect demand for healthy & sustainable diets with regenerative agricultural practices

Support 20 cities & surrounding rural areas to:

- **Supercharge the demand in cities** for healthy, affordable, & sustainable diets
- **Link urban markets to regenerative farming enterprises** via upgraded supply chains and infrastructure
- **Create policy incentives in urban spaces** to sell regeneratively produced food
- **Co-create inclusive, multistakeholder governance platform & aligned food systems principles** between cities, peri-urban & rural communities
- **Improve access to finance** for those promoting regenerative agriculture
- **Connect public research and development in cities** to regenerative agriculture in the nation
- **Connect city administrations to national administrations** and embed their work in national pathways
- **Connect cities in learning networks to inspire & guide other cities** - co-designing and building from best practices.

WHAT WE NEED FROM OTHERS*

- **City governments** act to create an enabling environment for regenerative food production and consumption (procurement, regulatory, fiscal, financial)
- **Large private sector players** provide regen ag technical support to farmers and value chain stakeholders
- **Civil society (including youth)** creates a movement for food that is healthy and produced sustainably
- **A coalition of foundations** aligns their efforts to promote healthy diets from more regenerative production processes
- **Research organisations** develop more knowledge on regenerative agriculture
- **Regen farmers and value chain stakeholders** to be part of inclusive governance and Good Food Principles.

OUTPUTS

by 2027

Costed & investible plans for 20 cities to promote consumption of healthier diets from regenerative agriculture

Plans to increase capacities of cities to incentivise & support regenerative agriculture

Funding of \$110m raised to de-risk private sector investment

Private sector engagement in regenerative agriculture via strengthening of urban-rural infrastructures

Innovative tools & designs to spur confidence in financiers to invest in smart infrastructures

Co-created multistakeholder platform/s and governance mechanisms established with aligned Good Food Principles

Local evidence and know how about regen ag scaling and healthy diet promotion

Exemplars of how to transform city food systems & leverage that for national food system transformation

OUTCOMES & VISION

by 2027



Markets for regenerative foods have been created.

Retailers, wholesalers, aggregators in the 20 cities source a high share of regeneratively produced food



Farmers are able to increase their access to markets and their agency, contributing to improved livelihoods



Positive feedback loops through health cost savings that can free resources for additional investment in regen. food system



Strengthened governance within the urban-rural food system continuum



Regeneratively produced food is healthier & no more expensive for consumers than the food displaced

IMPACT

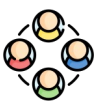
100 Mn

people have enhanced access to healthy food produced in an increasingly regenerative way from increasingly diverse & resilient food systems



Mobilizing mayors, farmers, youth, indigenous groups, women as forces of food systems change

Zooming in on TURFS approach to private sector engagement



VISION: By 2030 city-industry engagement activities will result in a demonstrable shift in consumer-facing businesses practices to provide people with affordable and nutritious food as default, in line with planetary health diets.

PROBLEM

- ⚠ Not all cities recognise their ability and power to catalyse industry change through regulation or local partnerships
- ⚠ Communicating the benefits of sustainable and healthy food choices to consumers requires a significant marketing and educational efforts and resources from businesses which can be quite costly and time-consuming, especially for smaller businesses.
- ⚠ The food supply chain is complex, with many intermediaries between producers and consumers.
- ⚠ Cities lack funding/resource to implement innovation public-private collaborations
- ⚠ Sustainable and healthier food options often come at a higher cost, which can be a barrier for many consumers. Businesses need to find ways to make these options more affordable while maintaining profitability.
- ⚠ Current private sector efforts rely heavily on voluntary participation due to lack of enforced rules.

ACTIVITIES

TURFS ACTIONS TO ENGAGE PRIVATE SECTOR

PRIVATE SECTOR ENGAGEMENT ACTIVITIES

- **Making sense of private sector commitments.** Conduct a comparative analysis of existing commitments to identify private city players
- **City Food Academy.** Train city officials to empower them to change the food environment & create educational trainings for small restaurants & retailers
- **Local City-Business Alliances.** Build food city-business alliances & develop actions roadmaps to collectively drive change
- **Regional city-industry taskforce.** Regional city-industry dialogues identify opportunities for business to take action at the regional level
- **Innovation Challenges.** Work with private sector to drive innovation to address key city challenges

OTHER TURFS ACTIVITIES RELATED TO BUSINESSES

- **City governments** act to create an enabling environment for regenerative food production and consumption (procurement, regulatory, fiscal, financial)
- **Cities develop food investment strategies**, providing confidence to industry of market opportunities
- **Science Based Food Systems Target** enables global standards and agreement across cities that can be scaled for industry engagement, creating even markets for industry
- **Connecting farmers to industry** strengthens local chains and promotes collaboration. More specifically related to: (a) developing necessary infrastructures to bring rural closer to cities (farmers markets, transport, etc), address food deserts. (b) supporting the creation of an open regional fund for innovation (ignite technology and operations innovation)
- **Consumer-facing campaigns:** Marketing efforts to promote and communicate on sustainable and healthy food choices; Clear labelling; incentivize consumers to choose sustainable products through discounts, promotions, or rewards.
- **Local-National Food Councils** and Ministry level engagement raises confidence of industry and enables ambition loops. Supports supply chains engagement A) sustainable practices throughout the whole value chain B) Value chain resilience
- **Develop a framework** for assessing where businesses stand vis-a-vis TURFS' key missions, facilitate the actions that can lead to integrating sustainability considerations into businesses core strategy and operations, join existing TURFS commitments

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Transforming Urban-Rural Food Systems

OUTCOMES



Businesses commit/mainstream the resources needed to deliver emission reduction, repurpose marketing efforts towards healthy foods and adopt a food loss and waste reduction roadmap

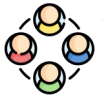


Largest and top-emitters /employers businesses engage with regional city-industry taskforce, and commit to action



All 50 cities receive capacity building through City Academy, building knowledge on regulation and private sector engagement

Zooming in on TURFS approach to building a global public movement for food systems



VISION: City decision makers will have support for brave political and business decisions on sustainable food systems, based on public engagement and citizens capacity for action.

PROBLEM

- ⚠ Insufficient action and ambition by government and business, unchallenged by a lack of bottom-up pressure and support
- ⚠ Low public awareness / acceptance of the few existing sustainable food interventions feeds skepticism and resistance to change
- ⚠ Citizens and youth largely absent from food policy processes, risking maladaptive and non-locally relevant solutions

ACTIVITIES

TURFS CONTRIBUTION

TURFS Consortium
Transforming Urban Food Systems

- **Supporting cities with tools and methodologies** to engage key stakeholders and leverage points for food systems transformation
- **Leveraging TURFS communicative strengths** to drive impactful campaigns for sustainable urban food systems
- **Connecting cities through a coaching programme** to foster exchange and uptake of best practices and troubleshooting of common issues

OUTPUTS

Sustainable meals concept

developed and utilized to engage cities' high impact food service providers

Replication package for the Whole School Food Approach

developed and implemented in project city schools

Multi-stakeholder, youth, and citizen dialogue methodologies

implemented in cities

Campaign materials

developed and utilized by TURFS and cities to carry out communication campaigns targeting citizens, advocacy groups and businesses.

OUTCOMES



Food service providers lead a transition to sustainable food systems by demonstrating to consumers what a sustainable diet can look and taste like.



Schools have integrated a food systems perspective by adopting the Whole School Food Approach. Students are more aware of the impact of food on the planet and are empowered to advocate for food systems change.



Citizens and youth actively engage in and influence cities' decision making processes for sustainable food systems



Messaging on sustainable food systems reaches a broad audience and galvanises citizens, celebrities and civil society organisations to advocate for brave political and business decisions



How we plan to implement this programme

APPROACH

Cities in all parts of the world will be included, bringing together a combination of mega-cities (with more than 3 million inhabitants) and mid-sized cities. Cities in countries with the greatest potential to influence global food systems will be targeted. A balance between cities in the low/middle income countries and high income countries will be considered.

SELECTION CRITERIA

Precise selection criteria will be developed, but cities are likely to be selected based on:

- Level of ambition in existing and prospective commitments
- Track record of food systems action
- National government ambitions
- Available data and targets
- Responses in their applications that
- Present a partnership with 2-3 cities/towns with whom they share a productive landscape
- Contextualize how they will strengthen urban-rural networks



APPENDICES