



Partnership Strategy

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Next Gen(D)eration Leadership Collective
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1 Background and genesis of this partnership strategy

1.1 Background: NGLC's approach to food systems transformation

We, the Next Gen(D)eration Leadership Collective (NGLC), believe that transforming food systems requires different leadership styles that explicitly address power imbalances. Our collective was started by a group of women working at the intersection of nutrition and food systems research and policy, who experienced similar challenges in trying to advance different but often undervalued leadership practices. Through NGLC, we aim to challenge the current power imbalances in food systems that prevent these leaders from striving and leading effectively, by leveraging and rewarding courageous leadership. NGLC's purpose can thus best be described as **advancing the collective application of courageous leadership practices to redress power imbalances in nutrition and food systems.**

Against this background, we have successfully implemented a range of **activities** to build and expand the movement. Among these activities are online modes of coalition building, sharing, and peer mentoring. Since 2021, 495 people participated in NGLC's Forums and webinars events and 124 people participated in NGLC's Pods (Status: May 2025). Thereby, NGLC has begun to demonstrate that strategic capacity sharing, collective reflection, and peer mentoring can generate real change in women's confidence, empowerment, agency, and ultimately efficacy to scale, support and reward their leadership practices.

Learnings from participants of our activities were synthesized along with reviews of existing literature and evidence into NGLC's [Manifesto for Leadership](#) in 2022. This Manifesto highlights how the consistent application of eight courageous leadership practices can lead to more impactful decision-making and action in nutrition and food systems.

Figure 1: Overview of our 8 Courageous Leadership Practices



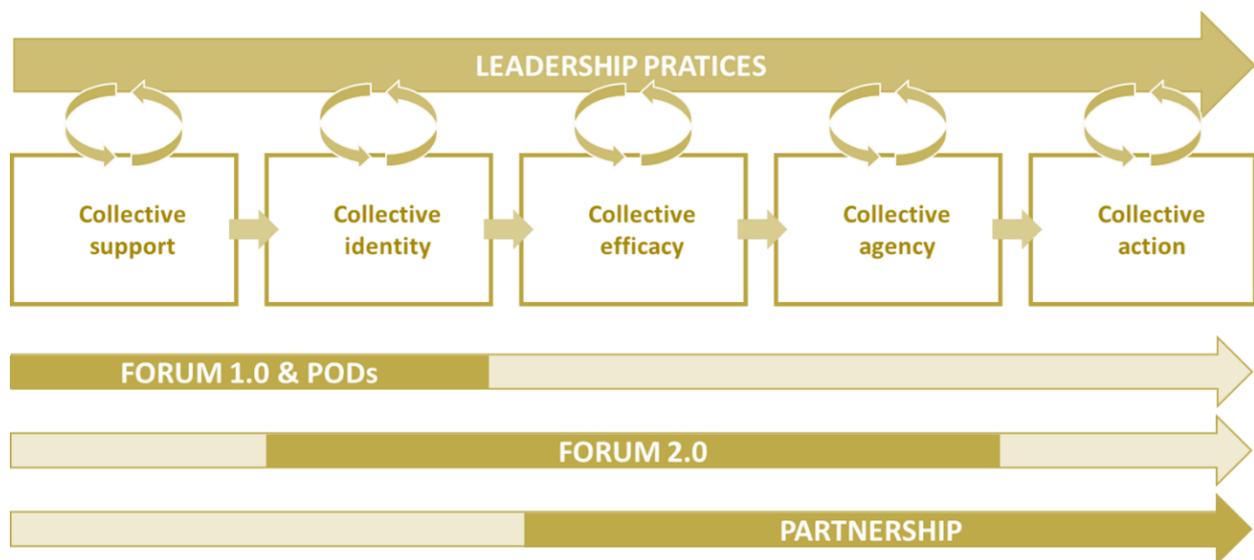
1.2 Partnership strategy: Why and for whom?

Drawing on the Manifesto, our **eight courageous leadership practices** and the early activities carried out with our Collective, NGLC aims to deepen its action towards an accelerated transformation of leadership in food systems through **partnerships with organizations on both national and global levels to achieve accelerated change via collective action.**

We believe that by using **the power of collective action**, it is possible to **redress power balances in leadership** within food systems and, ultimately, **transform food systems overall.**

NGLC's **Theory of Change (ToC)** (Figure 2) illustrates how a collaborative and inclusive approach to leadership can reconfigure power and, with that, ultimately has the potential to create lasting impact in food systems.

Figure 2 Theory of Change of NGLC



Below are the key components of this framework, which follow a logical progression and can guide these partnerships along the path to change over time:

- **Collective support** is a collaboration based on mutual support and trust that builds a solid network capable of addressing common challenges.
- **Collective identity** corresponds to the sense of belonging of individuals to a group so that they begin to recognize themselves in collective issues and demands.
- **Collective efficacy** is the belief shared by a group in its ability to act together to achieve common goals. It generates motivation and resilience, increasing the strength and cohesion of the group.
- **Collective agency** is the willingness of a group to act together in an intentional, coordinated, and strategic way, mobilizing resources and capabilities to address complex challenges.
- **Collective action** is the coordinated action of diverse individuals and groups working together.

**Through partnerships, we endeavor to put NGLC's Theory of Change into action,
driving collective action toward systemic transformation.**

This partnership strategy document outlines the purpose, building and implementation process of NGLC institutional partnerships. This document showcases the **strategic framework** that has been established to guide NGLC and its institutional partners. It highlights the overall objectives, and the types of partnerships envisioned to achieve them, while also serving as a tool to demonstrate the strategized approach and provide transparency. This document outlines the following aspects of building and implementing NGLC’s potential partnerships with other organizations in the field:

- **Partnership objectives and criteria:** the chapter defines NGLC’s objectives for partnerships and specifies the underlying principles and criteria to ensure that partnerships align with NGLC’s vision and purpose.
- **Partnership building process:** the chapter presents the envisaged process and status quo of setting up and implementing partnerships in a co-creative way.
- **NGLC’s new institutional partners:** This chapter presents the new institutional partners, emerging from the initial partnership building process between 2024-2025, the partnership visions and ideas for collaboration across all partners.
- **Partnership governance and management:** the chapter presents initial ideas and the status quo for the potential governance for the steering of these partnerships to the extent this can already be defined at this point.
- **Partnership monitoring, evaluation, learning and transforming:** the chapter outlines the strategy for monitoring and evaluating the partnerships.

While this document outlines the current state of NGLC’s partnership strategy, it is a living document. It will be revisited and updated as needed to reflect developments and learnings.

2 Partnership objectives and criteria

2.1 Objectives of partnerships

General objective

With the overall aim to leverage and amplify the use of the NGLC courageous leadership practices, NGLC’s partnership strategy is **embedded in its strategic action framework** towards a well-nourished world. Partnerships hereby serve to accelerate collective action in a two-folded approach: with partnerships, NGLC aims to i) carry out innovative and co-designed actions towards transformational leadership within a larger and more diverse network of organizations across the food system, as well as ii) to support and empower historically marginalized groups and organizations to exchange, organize and lead in transformative ways.

Specific objectives

Amplify impact



One of the primary objectives of our partnerships is to **amplify impact by extending reach and influence through collaborative efforts**. By working together, we can enhance support for more leaders who are mobilizing collective action towards transforming food systems. Partnerships allow us to strengthen collective action to change leadership through a broadening of our networks, including diverse and underrepresented voices, ensuring that a wide range of

perspectives are considered and integrated into our initiatives. This inclusive approach helps to create more robust and comprehensive solutions through collective action, ultimately leading to greater and more sustainable impact in addressing inequalities and injustices in food systems.

Strengthen capacity



Strengthening each other's capacity to undertake courageous leadership practices is another key objective. By building collective power, we can create spaces for shared learning where partners can exchange knowledge, experiences, and best practices. Collaborating with partners enables us to navigate and influence relevant policy processes more effectively, ensuring that our collective actions are aligned with broader systemic changes. Facilitating knowledge sharing among partners helps to enhance their ability to implement successful strategies and interventions, thereby increasing the overall efficacy and reach of our collective efforts.

Foster innovation



Fostering innovation is crucial for driving systemic change and overcoming structural challenges in food systems. Through our partnerships, we aim to co-create new activities and strategies that can address complex issues in novel ways. By working together, we can develop and implement innovative approaches that disrupt existing barriers and promote transformative change in food systems leadership. Collaborating with partners to navigate and tackle these structural leadership challenges allows us to explore and test new ideas, ultimately contributing to more effective and sustainable solutions in food systems.

We value **diversity among NGLC's partners** and therefore pursue different types of partnerships with different objectives and strategies. This includes collaborations with more established and well-funded organizations as well as smaller grassroots initiatives. In line with a co-creative approach, specific objectives and individual activities to each partnership are defined as part of a common exploration to define **concrete impact areas and specific power imbalances to tackle, including in specific policy areas** – per partner and, where possible, across all of our partners.

Guiding principles for all Partnerships

Strengthening the 3Rs (rights, resources, representation) for marginalized groups, especially women. I.e. by promoting the establishment of equal rights, adequate allocation of resources and representation in food systems leadership, including active participation in decision-making.

Promoting intersectional approaches by recognizing the interconnected nature of social categorizations such as gender, race, disabilities and actively addressing the oppression that results from it.

Establishing participatory approaches, i.e. the active involvement and empowerment of marginalized groups, particularly women, in partnership-related projects. We want our approaches to ensure that the voices and perspectives of those directly affected by power imbalances in food systems are heard and integrated in what we do.

Considering power imbalances, i.e. actively working towards a collective action tackling a transformation of the structures and dynamics that perpetuate inequalities.

2.2 Benefits for partners

As part of our eye-to-eye and co-creation approach to generating partnerships, we aim to ensure that **benefits and responsibilities are shared equitably among all parties involved**. This partnership approach entails that partners' benefits depend on the mutual design of the partnership. In general terms, however, partners' benefits may include:

An increased visibility and influence: By collaborating with NGLC and accessing our network of women in food systems, partners can enhance their public profile and exert greater influence within their sectors and beyond. We invite our partners to attend and contribute to NGLC global or regional virtual events, such as the NGLC Forums. Additionally, insights and reports on joint activities among partners can be shared and disseminated through our communication channels. Where possible, the Strategy Group also supports partners' access to global events and fora beyond NGLC.

A mutual expansion of their networks: Via our existing NGLC network of women and other underrepresented groups in food systems, partners may connect with a broader and more diverse range of stakeholders, enhancing their reach and collaborative potential. For example, experts on specific topics of the NGLC network can be connected for knowledge exchange, coaching or motivational talks on a need basis for partnership activities. Additionally, people from the partner organizations or their networks can also be integrated into the NGLC member network, where they can serve as country/thematic representatives or contribute their expertise to strengthen the collective's diversity and impact.

The opportunity of co-developing strategies for more effective collective leadership action: As part of our participatory guidelines, partners will engage in the co-creation of our partnership and its activities, feeding their specific views and opinions into the building process.

A strengthening in their leadership capacities: Via our co-creation process and access to our network, partners will benefit from shared learning experiences and resources across specific areas of food systems that bolster their leadership skills and effectiveness. For instance, capacity building on NGLC's leadership principles, along with discussions on how to apply and implement them within the specific contexts of the partnerships, will be conducted to deepen the understanding, develop tailored strategies, and strengthen the collective impact within the partnerships.

Increased awareness on power dynamics: The collective will create spaces for sharing in which power dynamics are explicitly recognized and engage in efforts to raise awareness and build skills in analyzing power dynamics.

A greater capacity to influence power imbalances in decision making: Through collaborative efforts as NGLC's core approach, we aim to increase partners ability to address and rectify power imbalances in decision making in food systems and support the effectiveness of advocacy efforts and actions through collective leadership practices. For example, capacity-building initiatives on advocacy approaches and efforts, including co-creative sessions, are planned for NGLC and partner organizations to enhance their collective ability to drive systemic change in food systems.

2.3 Desired characteristics of NGLC partners

We aim to establish partnerships based on **shared values and a common vision** for food systems transformation, **cooperation at eye level, open and respectful** communication and access.

Fundamentally, partnerships should reflect the essence of NGLC's 8 courageous leadership practices to:

- Convert commitments into action (prioritizing social purpose, persisting by learning and adapting)
- Tackle power hierarchies to unleash innovation (deviating from the norm lifting others up)
- Navigate through the conflicts (listen with curiosity, reflect individually and collectively)
- Address fragmented governance to align solutions (connect with others for collective action, speak openly and authentically)

Against this background, we have defined a **set of criteria** for our search for partner organizations. This was to ensure that collaborations are strategic, effective, and aligned with our overarching goals. These criteria helped us identify and select partners whose values and vision are compatible with those of NGLC. Hereby, we distinguish between the general **organizational characteristics**, **must-have eligibility criteria** and **further search criteria including guiding principles**.

In terms of **organizational characteristics**, we were looking for a range of different organizations working in nutrition and food systems.

These include non-formalized groups (early stage), grassroots as well as well-established organizations from diverse sectors. They could also be organizations engaging with constituencies of youth / early career persons or leadership training organizations, but should all strive to...

- ... work towards the transformation of food systems through a **collective approach**
- ... work towards achieving impact through **transforming leadership practices**
- ... **challenge decision-making processes** (e.g. **policy-related** decision-making) that could transform power dynamics in their sectors
- ... **empower other groups and/or organizations** to unleash their collective leadership potential to meaningfully participate in decision-making processes.

We further defined a set of **must-have eligibility criteria** as essential requirements that a potential partner should meet to be considered for collaboration. These criteria are non-negotiable for us and serve as the foundational standards for the establishment of partnerships with NGLC.

These must-have eligibility criteria are best summarized as follows:

- **Work connected to improving food systems:** The organization is explicitly working to improve food systems in one or more domains related to food systems and nutrition, for example: agriculture, food trade, food environments, food consumption, food policy, food sovereignty, land governance, etc.
- **Free of conflict of interest:** The organization aligns with the NGLC Conflict of Interest (COI) Policy, which states that COI exists when an organization has an institutional relationship with harmful commodities industries, defined as industries involved in the production and distribution of tobacco, ultra-processed foods, alcohol, gambling, and arms. The term "relationship" includes receiving funding and other means of support from harmful commodity industries, as well as being formally affiliated with a network or movement that includes formal participation of harmful commodity industries.

- **Location in LMIC:** Potential national partners are based in a lower-middle income country and potential global partners work (also) in multiple lower-middle income countries.
- **Languages:** One of the official languages of the organization needs to be either **English, French or Spanish** or at least one spokesperson within the organization needs to be proficient in either English, French or Spanish. This requirement applied for our initial development of new partnerships to ensure functional operations. It may be reviewed for future considerations.

Additionally, a set of **further search criteria and guiding principles** was defined. They provide a framework that outlines the core values, ethical standards, and operational practices that we expect potential partners to uphold. This alignment is important for building trust and ensures that all parties are working towards a common purpose with a shared set of standards and practices. In assessing these principles there is naturally some degree of subjectivity and not necessarily clear-cut results.

Our further search criteria are best summarized as follows:

- **Share NGLC's vision:** The organization strives for food system transformation that ultimately rebalances power in food systems decision making, leading to more equitable and sustainable food systems (socially, economically, and environmentally).
- **Core values:** The organization aligns with the NGLC principles of collective action for social change, transparency, authenticity, support to women and marginalized groups, learning culture.
- **Credibility & reputation:** The organization is transparent about its funding sources, which do not include multinational corporations and foundations that back their interests. Moreover, the organization is recognized among its peers as a legitimate actor in positive food systems transformation (for instance through partnerships, joint activities, funding).
- **Strategic position:** The organization can support NGLC in achieving its vision through:
 - Reach: connection with policy or decision makers at local/national/regional/global level, and important fora in food systems
 - Expertise: previous work in leadership or addressing power imbalances in food systems
 - Access to new networks: connection with other organizations involved in food systems, especially harder to reach organizations such as grassroots or informal groups.
- **Collaboration compatibility:** The organization demonstrates a clear governance structure and decision-making processes. The organization employs a relatable project management methodology with the aim that their way of working allows for an effective and efficient means of collaboration.
- **Access to decision-making spaces:** The organization actively works to ensure equitable access to decision-making spaces, particularly for marginalized groups and communities that have been historically excluded from shaping food systems policies. This commitment is central to achieving power redistribution in food systems and fostering inclusive governance practices. In addition, the organization itself has access to policy-making spaces and aims to leverage this position to influence and transform these spaces.
- **Driving collective action:** The organization demonstrates a strong commitment to driving collective action, bringing together diverse stakeholders to work towards shared objectives. This involves strategic collaboration, leveraging the strengths and resources of multiple actors to create meaningful and lasting change in food systems.

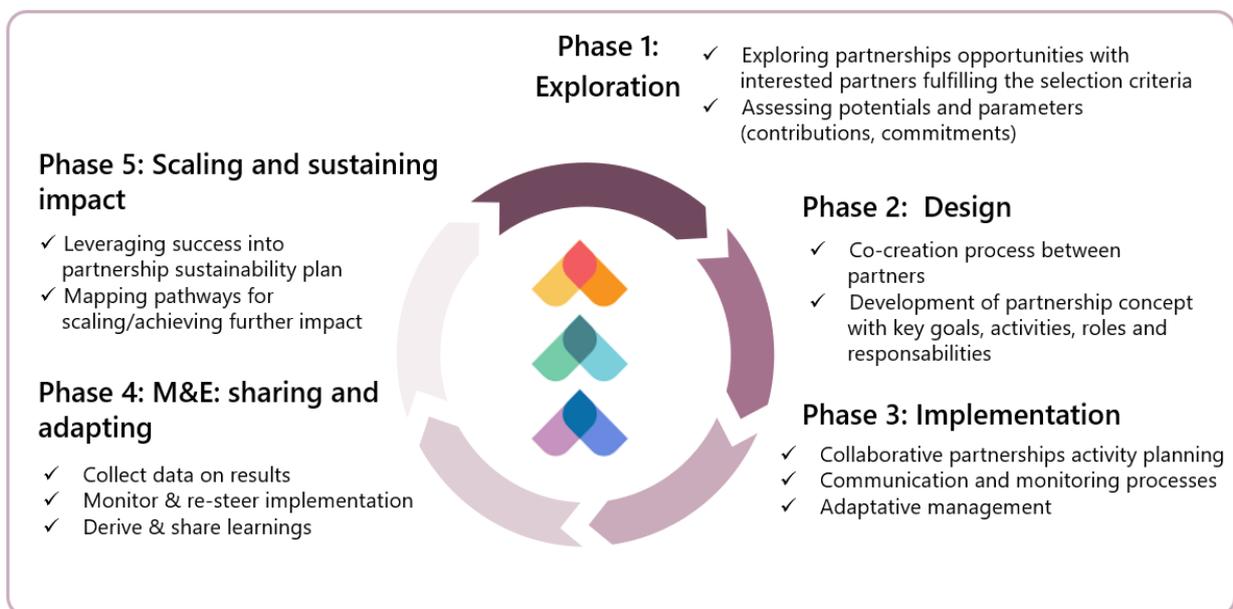
3 Partnership building process

We now outline our **co-creative, innovation-centered and experimental approach** to building new institutional partnerships. We adopted and implemented this process for the first time between 2024-2025. As a result of this process, NGLC has set up 5 diverse new partnerships. Each partnership employs different approaches and instruments to achieve the bilaterally agreed-on, mutually beneficial objectives, as well as contributing to NGLC's vision of more equitable and sustainable food systems.

Our **5-stage process** of co-creating new partnerships (**Partnership Laboratory Process**, Figure 3) helped us to structure and inform the definition, implementation, monitoring and sustaining of the partnerships.

Below, we present the steps that form part of each phase. The new partners as well as the partnership objectives resulting from this process are presented in the next chapter.

Figure 3 Process of Partnership Building and Implementation



Status June 2025: We are implementing activities with our new partners (Phase 3). However, we continue to jointly adapt activities and budgets (Phase 2) iteratively, to reflect emerging needs and opportunities.

Phase 1 – Exploration: The aim of the Exploration was to identify organizations who align with the criteria set out for our new partnerships, and to obtain their commitment to engage in a co-creative partnership with NGLC in the next years.

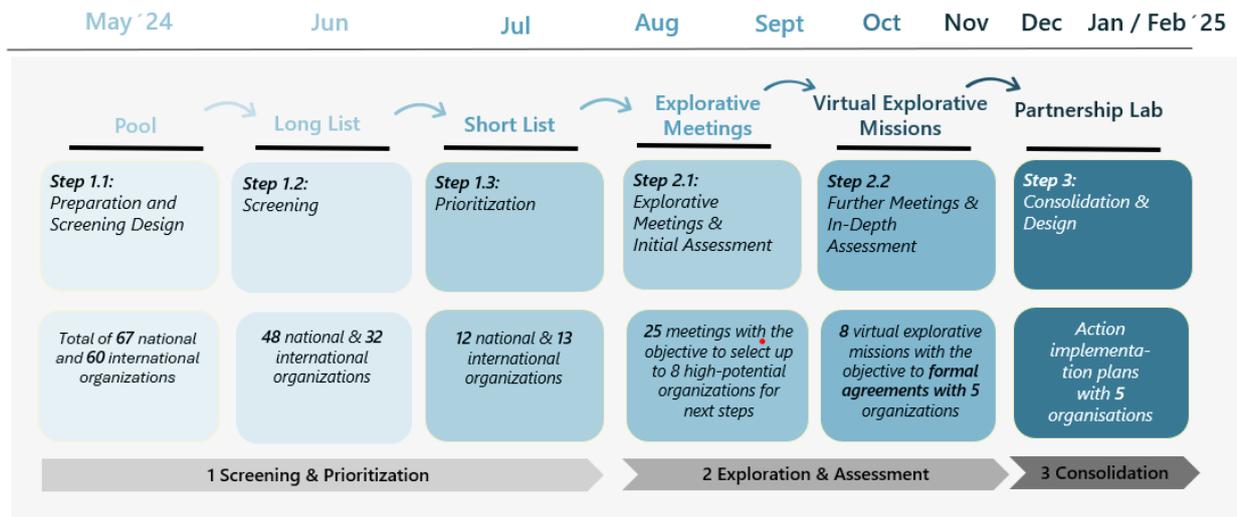
Screening & Prioritization: We first carried out a screening of organizations engaged in food systems transformation, identified through participatory mapping with the NGLC Strategy Group and online research. From an initial pool of 127 organizations, a long list of 80 was created based on “must-have” criteria. This was further refined to a short list of 25 organizations aligned with all agreed-upon criteria.

Exploration & Assessment: Next, we held exploratory meetings with the short-listed organizations to validate information, assess alignment, and explore partnership potential. Follow-up virtual meetings were conducted with the 8 most promising organizations to discuss shared values, expertise, networks, and mutual needs. These dialogues helped deepen understanding for a potential collaboration. We then evaluated partnership possibilities by comparing organizational contributions, resource availability,

thematic diversity, and potential for transformative impact. This led to formal partnership commitments with five organizations closely aligned with NGLC’s goals.

Formalization: The phase concluded with the signing of Memorandums of Understanding (MoUs), establishing 3–5-year co-creative partnerships focused on equitable and sustainable food systems transformation. This structured process can be replicated in future partnership explorations.

Figure 4 Overview of Partnership Building Process



Phase 2 – Design: The objective of the design phase was to co-create an action strategy and implementation plan, which lay the foundation for the long-term collaboration with the new partners.

Following the commitment of 5 partner organizations, we established concrete partnership terms through a **co-creative “Partnership Lab” workshop** held in February 2025. This multi-day, facilitated event fostered collaboration, strengthened relationships, and laid the strategic and administrative groundwork for long-term engagement. Partners jointly developed an **action strategy** outlining key objectives, areas of cooperation, and partner contributions. This was translated into a draft **implementation plan** detailing activities, timelines, roles, resource needs, and estimated budgets. Designed for a 3–5-year horizon, the process emphasized **creativity, mutual ownership, and flexibility**.

All activities and partner roles remain part of an ongoing co-creative process and will adapt based on partner input and funding opportunities.

Phase 3 – Implementation: The goal of the implementation phase is to put the newly established partnerships into action and engage in a long-term collaboration.

Based on the agreed-on action strategy and implementation plan, the implementation phase of partnership activities will involve setting up and implementing the partnership governance and implementing activities within the new partnerships. Furthermore, it will involve collaborative and adaptive monitoring and management, in accordance with the terms set out in the partnership concept.

The roles and responsibilities of each partner depend on the agreements made in the Design phase. NGLC’s role may differ within each partnership, depending e.g. on additionally acquired funding, opportunities for resource pooling, and specific thematic areas for cooperation.

Phase 4 – Sharing and adapting: The aim of this phase is to ensure that learning, progress reporting, and adaptation take place during and after the partnership’s implementation.

Whilst the mechanisms and procedures will be developed jointly with our new partners, we strongly favour an environment where learning and daring to adapt is encouraged. Therefore, we currently foresee some form of **learning exchanges and progress reviews** throughout the implementation. To that end, the monitoring, evaluation and learning mechanisms (see also Chapter 5) of the partnerships will provide an opportunity to **reflect on the results, lessons learned and shared learning** from partnership activities. They will provide all parties with the necessary keys to **review and re-steer implementation processes** where necessary, drawing on first results to guide the strategic approach and the further development of activities.

Phase 5 – Scaling and sustaining: After the initial implementation period ended, the objective is to scale and sustain partnerships and their results to the extent this is possible and mutually beneficial.

As a means of strengthening and amplifying collective action, partnerships will provide an opportunity to **collectively analyze the impact and sustainability of the results** achieved. They may provide insights on the role and potential of collective agency towards the transformation of food systems: On the one hand, these results, insights, and lessons learnt will provide a **source of evidence-based data and experience** that will enrich the reflections, materials and areas of action of the NGLC and those of the partners involved (e.g. Manifesto, new examples of the links between courageous leadership practices and the transformation of food systems). On the other hand, the shared learning and evaluation process may enable the **identification of new entry points** to strengthen and sustain collective agency, providing a map of pathways for scaling successful approaches and/or potential innovative “pilot” initiatives at several levels. These can also form the basis for new future partnerships.

4 NGLC's new institutional partners

4.1 NGLC's new partners and bilateral partnership objectives

Below, we provide a brief description of each new partner organization, the vision of the bilateral partnership, and the main power imbalance tackled. In their own way, each partnership is linked to NGLC's Theory of Change and overall vision.

Each bilateral partnership has developed an implementation plan to define, plan, and track the implementation of the concrete work steps. The plans are accessible digitally to all involved partners.



Colansa is a network of over 160 individuals and 30 organizations across 18 countries in Latin America and the Caribbean (LAC). It works to promote healthy, sustainable, and equitable food systems in the region. The organization brings together civil society organizations (CSOs), professionals, and researchers to address food system challenges and advocate for effective public policies. Colansa identifies the links between gender and food insecurity as relevant inequalities, including factors such as persisting racial inequality and age across the regions. Colansa indirectly challenges industry power dynamics and advocates for greater access to nutritious food among less privileged populations through initiatives like food labelling regulations and the promotion of equitable profit distribution. The network strengthens regional capacity by generating scientific knowledge, facilitating dialogue, and empowering stakeholders to implement transformative food system strategies.

Partnership vision: The partnership seeks to strengthen intersectional approaches in their work, both within and beyond each partner's respective sphere, thereby amplifying the voice of marginalized groups and those affected by systemic power imbalances. This impact is to be achieved through the establishment of a new "Hub" as part of Colansa. This Hub will be designed to drive intersectional innovation and strengthen intersectional practices.

Main power imbalance tackled: Marginalization of intersectional voices from decision-making processes in food system governance.



Based in Paraguay, Conamuri seeks to ensure food sovereignty through the promotion and implementation of ancestral knowledge about culinary knowledge and flavours and agroecological practices from a Popular and Revolutionary Peasant Feminist perspective. The organization works for the empowerment of women affected by socioeconomic marginalization and environmental exploitation, challenging structural inequalities in Paraguay. The organization has a school of agroecology and works with popular sectors, mixed, indigenous and peasant organizations and urban women. It also has national and international articulations for the promotion of food sovereignty.

Partnership vision: NGLC and Conamuri share the common vision to strengthen the leadership and advocacy of peasant and indigenous women to promote agroecology in Paraguay. Their partnership seeks to combine the expertise of both organizations with the purpose of influencing decision-making processes and generating concrete changes in public policies. More specifically, this collaboration aims to integrate NGLC's leadership principles with Conamuri's structure and action approaches, fostering collective action as a key tool to achieve significant policy impact.

Main power imbalance tackled: Systemic exclusion of rural women and Indigenous peoples from decision-making spaces in food governance and agroecology.



FIAN Indonesia is a human rights organization dedicated to advocating for the right to adequate food and nutrition in Indonesia, with a particular focus on marginalized groups, small-scale farmers, and rural communities. Established as a section of FIAN International, its mission is to contribute to a just and democratic society where everyone's human rights are fulfilled, especially the right to food necessary for a dignified life. The organization emphasizes the importance of agroecology, sustainable natural resource governance, and local food systems, while also addressing gender inequality by promoting women's rights in seed production, land ownership, and access to decision-making spaces for women smallholder farmers. FIAN Indonesia maintains a strong stance against corporate practices that undermine these rights.

Partnership vision: By combining FIAN Indonesia local advocacy expertise and their networks of women leaders of local NGOs with NGLC's collective leadership approach, this partnership aims to promote the access and representation of women in local-decision-making spaces in Indonesia and thereby redress power imbalances of local Indonesian food systems.

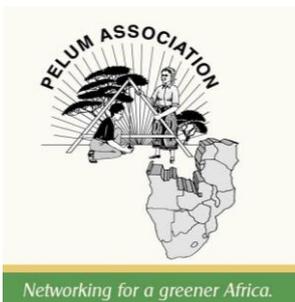
Main power imbalance tackled: Exclusion of women and marginalized communities from governance over land, seeds, and food systems.



GHAI uses the power of advocacy to reduce preventable deaths and to improve health at scale by changing policies and strengthening systems. Since 2014, GHAI has supported advocacy efforts from civil society organizations, advocacy coalitions and movements, to reduce the burden of diet-related death and disease, by promoting policies that decrease the consumption of ultra-processed food and beverages and increase equitable access to nutritious food. GHAI supports these actors – including diverse organizations (human rights, legal, consumer rights, women, public health, nutrition, youth advocacy, academia, etc.) – to pass and implement public health policies to promote food systems transformation. GHAI also provides direct technical assistance to governments and collaborates with a wide range of global and regional partners to synergize its efforts. So far, GHAI has worked in 30 low- and middle-income countries and achieved 25 Policy victories in 14 countries.

Partnership vision: NGLC and GHAI endeavor to demonstrate how advocacy that is driven by leadership in line with NGLC’s courageous leadership principles can serve as a powerful tool for policy advocacy processes towards food systems transformation. By developing and testing an integrated approach (GHAI’s policy advocacy approach and NGLC’s courageous leadership practices), this partnership aims to promote public food procurement policies that prioritize sourcing from small-scale farmers – especially women – support agroecological practices and ultimately healthier, more sustainable meals for children. Thereby, the partners aim to tackle broader challenges and power imbalances within food systems.

Main power imbalance tackled: Dominance of agribusinesses in public food procurement; exclusion of small-scale (female/women-led) producers.



The NGO PELUM (Participatory Ecological Land Use Management) drives the “**AWOLA**” Initiative, a 1:1 mentorship program whose aim it is to inspire, mentor, nurture and fast-track the leadership development of African women in Agroecology. They fight for transforming the agricultural landscape by integrating gender sensitivity and ecological awareness. It cares for empowered and self-organized farming communities in East and Southern Africa. AWOLA’s vision is for marginalized communities to make well-informed choices towards their improved quality of life that is socially, economically, and ecologically sustainable. AWOLA Mentees have various community-based approaches to tackle these imbalances and are coached by their mentors.

Partnership vision: Together, AWOLA and NGLC aim to empower, nurture, inspire and fast-track African women in agroecology to lead courageously for food systems transformations. By focusing on collective advocacy, policy change, and leadership development, this partnership seeks to elevate African women’s leadership in agroecology, ensuring they have the skills, environment and support to lead impactful, systemic changes in global food systems. Another goal is for these women to gain global visibility and recognition for their contributions.

Main power imbalance tackled: Systemic exclusion of African women leaders in agroecology and food policy.

4.2 Joint ideas and objectives across the new partnerships

In addition to the individual bilateral partnerships between NGLC and partner organizations, overarching **synergies and initiatives** have been discussed. These efforts include:

- 1) Strengthening **South-South cooperation** on specific ideas and initiatives. Exchange formats are intended to drive **global campaigns** and advance systemic change through a joint approach. A unified communication strategy towards international forums is also envisioned as part of this process.
- 2) Pursue joint **capacity-building** efforts, such as those related to leadership principles, advocacy or grant-seeking, to enhance the collective impact of all parties involved. The goal is also to share and

consolidate general knowledge, exchange past experiences and best practices, and foster co-creative discussions on how to apply and adapt these insights within the specific contexts.

- 3) Capturing **success stories and examples** to be shared widely through joint communication efforts. These **knowledge products** are intended to amplify the outcomes and lessons learned from partnerships.
- 4) Supporting the activities with **research efforts**, with partners being closely involved in gathering evidence on the impact of the partnerships (see also chapter 5 and the overall evaluation approach). Additionally, findings are intended to be documented in a grounded action research format, such as a handbook/manual, to ensure that the learnings are shared and integrated into future practices.
- 5) **Exploring fundraising, resource pooling, and cost-sharing mechanisms**. Efforts are underway to identify joint opportunities for securing funding, as well as pooling resources and sharing costs, with regard to the agreed-on activities and needed resources for their implementation.

To the extent possible, specific steps and responsibilities to implement these ideas have been concretized in an implementation plan that is accessible digitally to all partners involved. This living document is adjusted and expanded on a needs base.

5 Partnership governance and management

Effective **partnership governance and management** are crucial for steering the partnerships towards their objectives. Establishing a clear governance framework is to ensure that all partners are aligned, and that the partnerships operate smoothly and efficiently.

In the outlined Partnership Laboratory Process, partnerships' management modalities have been co-defined and documented (see also Phase 2 in Chapter 3 above). Each partnership has 2 **focal points** from NGLC and 2 from the partner side, who coordinate based on mutual agreement, ensuring effective communication and commencement of the partnership activities.

Several factors will shape the continuation of the governance and management framework. Factors include but are not limited to continued availability of funds and responsibilities within NGLC for fund management and steering, the specific focus of the partnerships as well as the role NGLC's governance groups will play in them (role as advisor, coordinator or co-implementor). Further governance and management elements will be adjusted as needed on an individual basis, depending on the evolving factors and specific partnership needs.

6 Partnership monitoring, evaluation, learning and transforming approach

Part of the present partnership strategy is to **continuously monitor, evaluate, learn and transform (MELT) based on the progress and impact of the partnerships**. A defined MELT process is essential for creating evidence of success, which in turn builds trust and informs decisions on which approaches to scale-up. It is further important to define when and how monitoring, evaluation and learning will take place to ensure clarity and consistency. In the Partnership Lab, key foundations were established during a monitoring, evaluation and learning session to build a common understanding of MELT, its individual adaptation to the partnerships, as well as potential areas of focus and next steps within the partnerships. Accordingly, MELT will be closely aligned with the individual partnerships and their activities. The following aspects constitute the general quality criteria that guide the MELT approaches:

Impact measurement involves assessing the outcomes and long-term effects of the partnership's activities. Impact measurement should be conducted at predetermined intervals, e.g. quarterly or annually, to provide ongoing insights into the partnership's progress. This can be structured along a theory-of-change and tracked through milestones across outputs, distinguishing between qualitative and quantitative indicators measuring the target achievement on different levels. Most likely, we need a set of concrete indicators that are both specific and plausible. For instance, qualitative measures might include stakeholder interviews and case studies, while quantitative measures could involve surveys with targeted audiences as defined in the partnership action strategy or implementation plan. The decision on whether to report individually or collectively depends on the funding structure and the implementation timelines: if each project/partner has dedicated funding and/or different timelines, individual reports are necessary; otherwise, collective reporting might be more appropriate.

Integrating **learning moments** throughout the partnership's lifecycle is another valuable approach. Learning moments should be captured continuously, with formal review reports at key stages of the project, such as mid-term or after significant milestones. This can be achieved through intermediate progress and review reports, which help in adapting and learning during implementation. These reports should capture not only the progress towards milestones but also the lessons learned. Regular check-ins, reflective sessions, and feedback loops are essential for identifying challenges and successes. The forums of NGLC also provide a space for such moments to be shared and discussed. By documenting and sharing these learning moments, NGLC and the partners can adjust their strategies, transform their approach, and enhance their collaboration, ultimately leading to more effective and resilient partnerships. Again, whether to have joint learning moments or individual learning cycles per project depends on the funding structures and implementation timelines.

In addition to the MELT activities of the bilateral partnerships, an overarching evaluation is being conducted as part of a grant received by NGLC from the IDRC. This evaluation encompasses partnership activities from a broader perspective and assesses the impact of NGLC's work in relation to its ToC.

About the Next Gen(D)eration Leadership Collective

The Next Gen(D)eration Leadership Collective was established because food presents a huge opportunity to improve the health of people and the planet while also supporting the livelihoods of millions. We believe solutions to poor-quality diets and inequitable, unsustainable food systems exist—what is missing is the bold and courageous leadership needed to put these solutions to work. We believe effecting real change towards a world where everyone eats well, underpinned by food systems that regenerate the planet and support equitable livelihoods, will take transformation in who leads and how they lead. Our purpose is therefore to create a leadership movement towards a well-nourished world. Our vision is courageous leadership practices in action at all levels for more impactful decision-making in nutrition and food systems.

Founded in 2020, our Collective is run by a voluntary task team and one project manager. We have started our work by hosting forums to provide a space for mutual support, to share resources, and to spark a collective leadership movement. This Manifesto sets out what the Next Gen(D)eration Leadership Collective is calling for and what we are building our movement around.

Please visit our website and sign up for our forums and database:

nextgenerationleaders.org